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2003-2004

Final Budget

County of San Luis Obispo

BOARD OF SUPERVISORS
SAN LUIS OBISPO COUNTY, CALIFORNIA

County of San Luis Obispo

2003-2004 Final Budget

BOARD OF SUPERVISORS

Honorable Harry Ovitt (Vice-Chair)	Supervisor, District 1
Honorable Shirley Bianchi	Supervisor, District 2
Honorable Peg Pinard	Supervisor, District 3
Honorable K.H. "Katcho" Achadjian	Supervisor, District 4
Honorable Michael P. Ryan (Chairperson)	Supervisor, District 5

Compiled by:

David Edge, County Administrator
Gere Sibbach, Auditor-Controller's Office

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County of San Luis Obispo

Mission Statement

The County's elected representatives and employees are committed to serve the community with pride to enhance the economic, environmental and social quality of life in San Luis Obispo County.

Guiding Principles

Sense of Pride
Aim for Excellence
Respect for Others
Response to Change
Fiscal Responsibility
Community Service

County of San Luis Obispo

Communitywide Results & Indicators

In October of 2000, the Board of Supervisors adopted a set of Communitywide Results (shown below) that simply and succinctly describe our vision for the County -- a place that is safe, healthy, livable, prosperous and well governed. Each of these "results" will be tracked via a set of key indicators and published in a report every two years, the first of which was released in May 2001. For more information on the Communitywide Results, contact the County Administrative Office at 781-5011.

- **A Safe Community -** The County will strive to create a community where all people -- adults and children alike -- have a sense of security and well being, crime is controlled, fire and rescue response is timely, and roads are safe.

- **A Healthy Community -** The County will strive to ensure all people in our community enjoy healthy, successful and productive lives, and have access to the basic necessities.

- **A Livable Community -** The County will strive to keep our community a good place to live by carefully managing growth, protecting our natural resources, promoting life long learning, and creating an environment that encourages respect for all people.

- **A Prosperous Community -** The County will strive to keep our economy strong and viable and assure that all share in this economic prosperity.

- **A Well Governed Community -** The County will provide high quality "results oriented" services that are responsive to community desires.

RESOLUTION NO. 2003-210

RESOLUTION ADOPTING THE COUNTY BUDGET AND BUDGETS FOR BOARD GOVERNED DISTRICTS FOR FISCAL YEAR 2003 - 2004

The following resolution is now offered and read:

WHEREAS, the Board so finds, a Proposed Budget was compiled, approved, advertised and published, pursuant to the County Budget Act; and

WHEREAS, the Board hereby finds, that it has properly noticed and conducted a public hearing at which it made revisions to, deductions from, and additions to said Proposed Budget as it has deemed advisable; and

WHEREAS, the Board so finds, the Proposed Budget, the supplemental budget documents and all revisions developed in the hearing on the final budget as reflected in the Clerk's minutes and documents filed with the Clerk during said hearing, properly constitute each of the objects of expenditure to satisfy the budget requirements as determined by the Board, and are hereby found to be in accordance with Government Code Section 29089, and summarized for the entire budget as follows:

1.	Salaries and Employee Benefit	$168,690,430
2.	Services and Supplies	122,335,301
3.	Other charges	74,504,449
4.	Fixed Assets	2,468,610
5.	Capital Projects	4,654,200
6.	Intrafund Transfers	(17,301,059)
7.	Provisions for Contingencies:	
	General Fund	13,700,223
	All Other Funds	494,468
8.	Provisions for New Reserve/Designations:	
	General Fund	0
	Capital Projects Fund	0
	All Other Funds:	3,823,319
	TOTAL COUNTY BUDGET	$373,369,941

WHEREAS, the balance in the General Reserve of the General Fund is estimated to be
$8,000,000; and

WHEREAS, the County's appropriation limit established by Article XIII-B of the State Constitution and amended by Proposition 111 is $257,596,790 and the total annual appropriations subject to limitation is $118,908,145; and

WHEREAS, the Board so finds, that authorizations shown for employee contracts in said Proposed Budget (as revised) are to be for specified periods of time, not to exceed one year, special projects, or projects for which funding is uncertain.

NOW, THEREFORE BE IT RESOLVED AND ORDERED, by the Board of Supervisors, County of San Luis Obispo, State of California that:

1. Adoption by Reference - the Proposed Budget for fiscal year 2003-2004 on file with the clerk, as revised and finally determined by the Board, is adopted by reference pursuant to Government Code Section 29091 as the Final Budget.

2. Appropriation of Funds - the various amounts of appropriations for Salaries and Employee Benefits, Services and Supplies, Other Charges, Fixed Assets, and Intrafund Transfers are hereby appropriated to the various departments, offices, boards, commissions, committees, other agencies, and special districts as they are shown in the aforesaid Proposed Budget for fiscal year 2003-2004, as revised and finally determined by the Board, and hereby adopted by reference as the Final Budget. The amounts appropriated therein are the total amounts of obligations and expenditures authorized for the period July 1, 2003 through June 30, 2004.

3. Allocated Positions - Employees shall be appointed at class levels shown for allocated permanent positions as indicated by said Final Budget.

4. Contingencies - Contingencies for All Funds are appropriated in an amount of $14,194,691. If final adjusted revenue and fund balances estimates prove higher than the current estimated amounts, then the difference shall either be placed in contingencies up to the allowable limit, used for continued financing of the Teeter obligation or placed in new reserves and/or designations. If final revenue and fund balance estimates are lower than current estimated revenue and fund balance amounts, then the Auditor-Controller shall immediately advise the Board of Supervisors and County Administrator of amount of such shortage so that the Board may decrease appropriations or reserves before fixing the tax rate.

5. Adjustments for Capital and Maintenance Projects - The Auditor-Controller shall determine actual fund balances in the capital projects budget unit and the maintenance projects budget unit as of June 30, 2003. The Auditor-Controller is hereby authorized to make transfers and revisions between projects within the capital projects unit, and between projects within the maintenance projects budget unit, in order to revise each appropriation to account for actual fund balances, so that each project is funded at no more than the amount appropriated by the Board of Supervisors. The Auditor-Controller shall report any excess appropriations for each of the budget units, and make recommendations on or before August 29, 2003 concerning the disposition of said excess(es).

6. Internal Loans to Departments – The Auditor-Controller is hereby authorized to make internal loans to departments for the following purposes: (1) Short-term loans to the Airport fund for grant funded capital projects to provide working capital to pay for initial capital project costs until grant funds are received. Loans to the Airport fund will be made from the Capital Projects fund and be subject to interest at a fixed rate based upon the average Treasurer's quarterly interest rate for the prior two quarters

7. Publication of Final Budget - The Auditor-Controller shall cause the publication of the Final Budget after the Board approves any adjustments made pursuant to Government Code Sections 29101 - 29107 and shall file said publication with the Clerk and State Controller on or before November 1, 2003.

Upon motion of Supervisor Achadjian, seconded by Supervisor Bianchi, and on the following roll call vote, to wit:

AYES: Achadjian, Bianchi, Ovitt, Pinard, Chairperson Ryan

NOES:

ABSENT:

ABSTAINING:

The foregoing resolution is hereby adopted.

Michael P. Ryan
Chairman of the Board of Supervisors

ATTEST:

Julie L. Rodewald
Clerk of the Board of Supervisors

APPROVED AS TO FORM AND LEGAL EFFECT:

JAMES B. LINDHOLM, JR.

COUNTY COUNSEL

BY: Jac Crawford
Assistant County Counsel

Dated: June 17, 2003

County of San Luis Obispo

Budget Message

County of San Luis Obispo

COUNTY GOVERNMENT CENTER, RM. 370 • SAN LUIS OBISPO, CALIFORNIA 93408 • (805) 781-5011

DAVID EDGE
COUNTY ADMINISTRATOR

October 1, 2003

Honorable Board of Supervisors
County Government Center
San Luis Obispo, CA 93408

Honorable Board:

On June 9 and 10, the Board held public hearings to discuss the County's proposed spending plan for fiscal year 2003-04. The Board adopted the budget on June 17, 2003 and made adjustments to reserves and contingencies (based on year end fund balances) on September 9, 2003.

The final budget (General Fund and all Special Funds) authorizes a spending level of about $374 million. This is an increase about $24 million, or 7% compared to the amount adopted for fiscal year 2002-03.

The May 1, 2003 "budget message" (attached) provides an overview of the key components of the County's proposed spending plan. The following is a summary of changes made to the proposed budget during and after the June budget hearings:

CHANGES MADE TO THE PROPOSED BUDGET DURING BUDGET HEARINGS

General Services (B.U. 2180): The Board approved adding $15,000 to General Services to fund an environmental assessment of property owned by Union Pacific in San Miguel. General Fund contingencies were reduced by a like amount.

Maintenance Projects (B.U. 2208): A supplemental budget item creating a new maintenance project for $60,000 to study the consolidation of North County Road Maintenance Yards. Future Road Project Designations were reduced by $60,000 to fund the study.

Probation Department (B.U. 2660): A supplemental budget item increasing revenues and expenditures by $120,000 to enhance the existing Intensive Community Diversion program and support the purchase of ergonomic workstations for Probation staff.

Roads (B.U. 2920): A supplemental budget item increasing appropriations for various projects totaling $2,523,167, revenues of $2,228,217 and modifying Fund Balance Available by $234,950.

Public Health (B.U. 3000): A supplemental budget item increasing appropriations and revenues by $199,556 for the First Time Mothers Program.

Mental Health (B.U. 3070): A supplemental budget policy item restoring $218,311 in appropriations for Mental Health. Tobacco Settlement revenue will be used to fund the additional appropriation.

Public Works (B.U. 2900): A supplemental budget item adopting a revised Schedule 10 (financial statement) and major projects listing.

Social Services Administration (B.U. 3200): A supplemental budget item decreasing revenue by $100,000 for the Department of Social Services.

Contributions for Other Agencies (B.U. 2080): the Board increased the recommended amounts for Other Agency Requests by $215,146: $50,000 for Big Brothers-Big Sisters of San Luis Obispo, $4,238 for the Women's' Community Center and an additional $5,908 for Hotline of San Luis Obispo County. These additional appropriations are funded from General Fund contingencies.

Also included for approval was $79,000 for Life Steps Transitional Housing for Women and Children, Cambria Connections $26,000 and North County Connections for $50,000. These additional appropriations are funded out of the Tobacco Settlement Funds/ Measure A.

CHANGES MADE AFTER BUDGET HEARINGS

Once the fiscal year ends on June 30th, the Auditor's Office begins the "year end closing" process that includes calculation of actual fund balances (i.e. compared to what was projected as part of the budget preparation process). Actual fund balances for all funds were $646,885 more than estimated in the proposed budget.

On September 9, 2003, the Auditor-Controller brought an item to the Board requesting adoption of the final appropriations, reserves, designations and contingencies. These changes increased the contingency or reserve balances in capital projects, parks, tax reduction reserves, general government replacement and the library. Additionally, contingencies were reduced in the General Fund, Road Fund and Drinking Driver Program. The blue section of this document contains detailed information about funding levels for all reserves and designations.

Sincerely,

David Edge

DAVID EDGE
County Administrator

May 1, 2003

Honorable Board of Supervisors
County Government Center
San Luis Obispo, CA 93408

Honorable Board:

The Fiscal Year 2003-2004 Proposed Budget is submitted for your review and consideration. It adjusts departmental expenditures and revenues for the coming fiscal year, meeting and/or exceeding all state legal requirements and Board adopted policies. Your Board will consider the plan in detail at public budget hearings, during which time you may add, delete or modify the proposed budget as you deem appropriate.

RECOMMENDATION

It is recommended that your Board receive and adopt this document as the 2003-2004 Proposed Budget, order publication of the required legal notices and set June 9, 2003, at 9:00 A.M., as the time to begin public hearings on the fiscal year 2003-2004 budget.

KEY FEATURES OF THE 2003-2004 PROPOSED BUDGET

- **$368.6 million total appropriation - an increase of about $19 million or 5.4% compared to the fiscal year 2002-03 adopted budget**
    - General Fund, at $289 million, is up $12.3 million or 4.4%
    - All Other Funds, at $79.4 million, is up $6.6 million or 9%. The Capital Projects budget is lower by $11 million while the Automation Replacement budget is higher by $16 million due to the recommendation to replace the County's 28-year-old financial and human resource computer system.
    - Costs for existing staff add about $ 15 million to the budget, including the annualized cost of the salary and benefit increases granted in 2002-03 ($13.2 million).
    - Use of $1.3 million in one-time reserves to help balance the budget.
- A net decrease from the 2002-03 adopted budget of 70.75 full-time equivalent positions are recommended. This is a result of closing General Hospital and the reduction of 77 staff positions associated with the closure. Additionally, due to state budget cuts 27.75 positions are recommended for elimination in primarily the health and human services area. On the other hand, 31.5 new positions are recommended to address the implementation of a new financial and human resource computer system (13 positions), conversion of temporary help employees to conform to new personnel laws and to address other department service related issues.

- **Impact of the State's budget deficit**
  - Service level and staff reductions reflected in Health, Mental Health and Drug/Alcohol Services and Child Support Services based on anticipated cuts in state/federal funding.
  - Budget reflects loss of $5 million of Vehicle License Fee Revenue and $1 million in open space subventions.
  - Budget reflects loss of almost $1 million in court revenue based on trial court legislation resulting in revenue shifts from county to state.
  - Budget reflects the use of approximately $1 million in SB 90 revenue (to pay for state mandated services) that the state has deferred paying to counties.
  - State's deficit and unwillingness to tackle the budget issues may require us to revisit the budget and consider additional service level reductions mid-year.
- **Results Based Decision Making Initiative**
  - Reflects continued efforts to refine and incorporate a "results" culture into the budget preparation process.
  - Includes communitywide results and indicators as well as departmental goals and performance measures that will help us gauge how well we are meeting the needs of the community.
- **Other Significant Impacts**
  - Reflects the closure of General Hospital but continues operation of the County's outpatient, primary care clinics and related ancillary services (pharmacy lab and radiology).
  - Reflects the issuance of Pension Obligation Bonds and debt service payments to "refinance", at lower interest rates, the County's unfunded pension liability.

INTRODUCTION

> *"You will find that the State is the kind of organization, which, though it does big things badly, does small things badly too"* - John Kenneth Galbraith

The dismal economic outlook presented by the State budget amplifies the need to show the public that we are using their tax dollars wisely and with good results. In spite of the dire state financial outlook, that will inevitably include cuts to local governments to help solve their problems, we have focused on continuous improvement and organizational change to attain our communitywide results of a safe, healthy, livable, prosperous and well governed community.

The County's "Results Based Decision Making" Initiative is the tool we use to identify performance measurements that help to tie local government spending to results that benefit the community we serve. This year, the focus was primarily on fine-tuning existing performance measurements. Over the past four years, performance measures have been changed or revised in the effort to make them better. We are now at point where we can expect most department performance measures to be revised less frequently. This will help to identify trends in the performance of departments. Also, we again asked that departments tie requests for new staff or substantial new resource increases to measurable results. Where substantive requests for funding new programs or resources are recommended, the proposed budget includes a summary of the cost and results.

Even with the improvements we have made, we still have a ways to go when it comes to benchmarking our results to those achieved by other governmental agencies. The lack of consistent comparison data, the continuing organizational learning curve and the ongoing departmental focus on primary service delivery rather than data gathering are factors that slow progress on this front. An area we continue to target, and where considerable work remains, involves the identification and use of performance criteria that measure efficiency. Measuring efficiency involves identifying the cost per unit of work or service provided and comparing this to other similar organizations.

Other initiatives that we continue to recommend are the Employee University and organizational effectiveness efforts. Linking leadership and managerial training with personal and interpersonal skills training empowers County employees to think more globally and creatively on how to provide optimum service to the public. That coupled with strategic planning and organizational effectiveness skills will create high performance departments that can show measurable results.

We are making the progress toward focusing the County organization on becoming a "results oriented culture". Although the progress may be slower than we would like, it is important to recognize that the change is occurring. We will continue to ask the "so what" and "why" questions when looking at resource requests that involve spending our citizens tax dollars.

FINANCIAL OUTLOOK

"This is like deja vue all over again – Yogi Berra

As counties throughout the state complete preparation of their fiscal year 2003-04 budgets, the financial updates from Sacramento get bleaker by the day. We went through this last year, adopting a balanced, responsible budget well before the Governor and Legislature finally took action in September 2002 by using a variety of one-time funding gimmicks and limited program reductions. As a result, counties took some moderate financial hits but the Legislature and Governor basically "punted" the growing deficit into this next fiscal year.

In January, the Governor's proposed budget projected a state deficit of about $35 billion. Some more recent estimates put the deficit closer to $40 billion. The Governor's approach to balance the state budget contains program cuts, a proposed new county realignment program funded by a penny increase in sales tax and proposal to reduce Vehicle License Fees revenue to cities and counties. Where this will all end up is anybody's guess. The Governor and Legislature have thus far made scant headway in plugging the gap. In stark contrast, my staff and departments have crafted a conservative, balanced budget for the Board's consideration.

As we go to print with the County's Proposed Budget, the Governor's administration is preparing an updated budget (the "May revise") based on revenues received through April 2003. The Legislature is finally starting to tackle the issues but nothing concrete will be known for a few months.

It is inevitable that local government programs will be hit hard as our legislators wrestle with their budget. There is much speculation that a balanced state budget will be a long time coming, August or September if it all goes well. Of particular concern is the possibility that the state may reduce vehicle license fees (VLF) revenue to counties. For San Luis Obispo County, that translates to a potential loss of $5 million or more of discretionary revenue, depending how deep the cuts are. In addition, the Governor's budget eliminates $1 million of open space (Williamson Act) revenue that we count on to help provide services. We have built in reductions of $6 million in discretionary revenue to prepare for the eventual cuts counties will face.

You heard this last year but the conditions remain the same. It is in this environment of tremendous financial uncertainty that we present you with the 2003-04 spending plan. It is largely a "status quo" budget, meaning that it maintains the resources - but not necessarily the service levels - we currently have. In order to do this, $1.2 in reserves has been used to balance the budget. The budget does contain some program and staffing cuts, largely as a result of reductions contained in the Governor's proposed budget as well as a leveling off of sales tax revenues allocated for certain health and human service programs. These reductions very likely represent the "tip of the iceberg"in terms of what lies ahead. While more will become known over the summer, we do not anticipate knowing - or feeling - the full effect that the state's budgetary problems will have on us until late summer or fall.

If there is any good news in all of this, it is this: The Board's prudent actions to establish and maintain healthy reserve levels will allow us to plan for and manage any programmatic or service level changes required to live within available financing. If we do experience a significant revenue decline in coming years, we will work closely with the departments to ensure the least amount of disruption to the critical services we provide the citizens of this county.

SUMMARY OF RECOMMENDED BUDGET

Development of the 2003-04 Proposed Budget was guided by the budget goals and policies adopted by the Board of Supervisors in December 2002. Within this framework, we have prepared a budget that, for the most part, reflects a "status quo" in terms of existing resources. There are a few exceptions to this, as will be noted in the summary of each "functional" group (e.g. health and human services, public protection, etc.). As in previous years, the recommended budget is based upon our knowledge of the economy and State budget at the time the proposed budget is prepared.

Anticipating the impacts of potential reductions in funding from the State, departments were asked to prepare two budget submittals, with an option for a third. The first budget is termed the "General Fund support" budget. This budget was designed to depict what happens if the General Fund level of financing received by departments remains the same as the amount contained in the FY 2002-2003 Board adopted budget. For most departments, the "General Fund support" budget required expenditure reductions that in many cases included staffing reductions that reduced or eliminated programs and services.

The second budget is the "Status Quo" budget. This budget reflects continuation of all existing resources (personnel, services and supplies). The third and optional budget is a traditional budget request that reflects the level of financing department heads believe is required to adequately meet the needs of our customers. Given the state's ongoing budgetary woes and the "carryover" effect of the salary increases approved for 2002-03, we again informed departments early on that it was unlikely that resource augmentations funded with discretionary (i.e. General Fund) money would be recommended.

The recommended budget is essentially the "Status Quo" budget that is intended to maintain staff, equipment, and service and supply levels. In almost all instances, the recommended Status Quo budget does not offer General Fund backfill to programs that are losing State and Federal dollars. As a result, there are some reductions in staff and some decreases in services that are noted later in this message.

Non-General Fund dollars, in the form of grant funds, State and Federal allocations and fee for service arrangements provide dollars that support a wide variety of public services and programs across all functional areas. We expect the continued contraction of State funds available for programs and services we implement at the local level. This means that with the passage of the State budget, there is a real potential that some services we currently provide the citizens of our county may be cut back, or eliminated.

Overall, General Fund contributions requested by departments for operating expenses exceeded the recommended General Fund contributions by about 3 million dollars. The constrained outlook for local government financing clearly shifted the focus to maintaining existing resources, rather than expanding programs or services. However, looking at total appropriation requests for all funds, the difference between requested expenditures and recommended expenditures dramatically increases to 58 million dollars. This larger gap is mainly due to the number and cost of capital projects that were requested but not approved.

MAJOR CHANGES IN FUNDING BY PROGRAM AREA

The following is a brief explanation of key issues within each major service area.

Health and Human Services

The health and human services functional group includes Social Services, Public Health, Behavioral Health (Mental Health and Drug & Alcohol Services), Veterans Services, Contributions to Outside Agencies, General Hospital and the Family Care Centers.

For the past five years or so, most of the growth in County government has been in the health and human service programs. Substantial increases in funding from the state and federal governments - as well as a variety of grant programs - have allowed us to enhance a number of important services designed to improve the health and welfare of county residents. Since 1998-99, spending for Social Services' programs has increased from about $58 million to $74 million. And staffing levels in that department have increased from 344 to 450, a 30% increase. In this same period, Mental Health's budget has grown from $11.7 million to $23.2 million and staffing levels have increased from 115 to 151. Smaller, but still significant, increases have been seen in staffing and expenses for Public Health and Drug & Alcohol Services. The vast majority of these increases were paid for with state and federal money.

It is important to emphasize that these increases have not been uniformly felt in all of the programs administered by these departments. Restrictions on use of new funds, for example, has allowed the Mental Health Department to make substantial improvements to services provided to children with mental illnesses as well as homeless individuals. However, local services for adults and seniors have deteriorated and this, in turn, contributes to increased costs for residential and out-of-county treatment facilities.

The economic slowdown and the state's fiscal crisis has brought the growth in most of these programs to a halt. Funding for many programs has even reduced or not kept pace with expenditures, requiring departments to prioritize program funding, which has resulted in reductions of staff and service levels. And, as revenues decline, caseloads in a number of programs are increasing. Costs for foster care placements and adoption assistance have increased as a result of the continued efforts to return children from Group Home placements and to establish permanency through adoptions for foster care children. Caseloads are increasing in the In-Home Supportive Services program and future costs associated with the implementation of a public authority to oversee the IHSS program could result in substantial cost increases for the County. Money provided to counties under the 1991-92 "realignment" program will pay for these increases, but it will require us to shift funds away from discretionary programs that have been established over the past 5-10 years to enhance services to the public.

With the closure of General Hospital on June 19, 2003, the County's contribution to the Medical Services Department decreases from $9.4 million to $7.6 million. The $7.6 million contribution funds the continued operation of the clinics and associated ancillary services. The $7.6 million contribution does not include additional costs that have and/or may be approved by the Board of Supervisors in relation to the reorganization of the department and/or enhanced service levels.

Public Protection

The Public Protection category includes the Sheriff, District Attorney, Probation, County Fire, Emergency Services, Waste Management, Grand Jury and the County's contribution to court operations. The new Department of Child Support Services is also included in this group.

Recommended for the Probation Department are four new positions that are completely offset by revenue. One new Deputy Probation Officer will provide intensive probation supervision of juveniles in the SLO/Coast area. This position is tied to existing State funding from the Juvenile Justice Crime Prevention Act.

Three positions requested by Probation are to implement a Comprehensive Collections Program. This program takes advantage of legislated incentives for collection of fines, fees and victim restitution from persons on probation. The program is designed to provide revenue that exceeds the costs of the new positions, thereby helping to offset other existing costs in the Probation Department. In addition, the new staff will be involved in a pilot program to evaluate people for the "ability to pay" prior to qualifying for indigent legal defense services through the Public Defender.

No additional positions are recommended for the Sheriff's Department, District Attorney or County Fire.

The Department of Child Support Services is entirely funded with State and Federal monies. The State has decreased its allocation of funds to this department, resulting in the elimination of three positions. A decline in some service levels may result. However, the department has been rated as the top performing child support agency in the state and any decline is not expected to create hardships upon the clients served in this department.

Land Based Programs

This area includes Planning, Public Works and the Agricultural Commissioner, and it is the one area of the budget that will see some growth in staffing.

The Planning and Building Department has developed goals and strategies to improve overall effectiveness that are focused on streamlining and improving various systems and processes to make them more effective. This will require the temporary redirection of resources from certain long-term planning projects. Effective

July 1, 2003, increased fees set at full cost recovery will go into effect, providing the department additional revenue to cover the cost of two limited term positions: a Plans Examiner and a Departmental Automation Specialist (who will work on enhancing the department's web site to improve dissemination of information to clients and the public). Two additional limited term positions are also recommended; one to focus on major airport-related projects and another on the Guadalupe oil contamination clean-up effort.

The Public Works Department budget includes the addition of two Engineer positions that are intended to reduce the time needed to review improvement plans and survey maps thereby improving customer service for development projects. Fees generated from services provided by these two positions will offset the costs by approximately 76%. The department has also requested General Fund support to pay for the first year's implementation of the National Pollution Discharge Elimination System(NPDES) program, mandated by the Clean Water Act. Costs for this effort are expected to increase significantly over the next five years and, as the program expands, the increased costs will likely be covered through a variety of mechanisms including fees.

The recommended budget for maintenance and repair of roads in unincorporated areas of the County has been developed based on conservative estimates of revenues anticipated from the State. Given the financial situation facing the state, the department does not expect to receive $1.3 million in State Traffic Congestion Relief and State Transportation Improvement. The general fund contribution remains at $4.3 million in the recommended budget.

The Agricultural Commissioner budget incorporates continued support for the West Nile Virus mosquito monitoring program approved by your Board in the current fiscal year. Revenues for the department are flat posing continued challenges for the department to meet increasing service demands.

Community Services

Community Services includes the Library, Parks, Golf Courses, Airports and Farm Advisor.

The General Services Division Parks and Recreation will add 2 Park Ranger II positions and a 0.5 FTE Administrative Assistant series position in order to meet temporary help policies. The increase in permanent staff is cost neutral as the expense for these positions is offset by reductions in the temporary help account. Refinancing the Dairy Creek Golf course loan at a lower interest rate results in an annual savings of $132,526.

Fiscal and Administrative Services

The Board of Supervisors, Administrative Office, Auditor-Controller, Assessor, Clerk-Recorder and Treasurer-Tax Collector are all represented in this group.

The Auditor-Controller will add 5 new positions to provide the majority of staff support to implementing the new financial and human resource computer system. This project is expected to take two years to implement.

To address an ever-increasing workload associated with timely completion of the assessment roll, it is recommended that the Assessor purchase three additional software modules for their Assessment Evaluation Services system. Automating certain functions of this process will allow the Assessor to focus staff resources on higher priority functions and thus complete the assessment roll in a more cost-effective manner.

Internal Support Departments

Departments in this area include Information Services (iSd), General Services, County Counsel, Risk Management and Personnel.

The reorganization of the General Services Central Services Division, which currently includes the purchasing, reprographics, and central mail functions, will result in the elimination of the Central Services manager position and the creation of a Supervising Buyer position. The changes are intended to streamline the reporting structure and tie related functions together and save $54,000 in annual salary expenses.

The scheduled closure of the County's General Hospital June 19th, 2003 will result in centralizing all custodial services into the General Services facilities division and assign three custodians and two maintenance workers positions to the General Services Position Allocation List (PAL). The consolidation of the Department of Public Works' garage operations into the General Services garage results in the transfer of five positions from the Department of Public Works to the General Services garage increasing the staffing for the General Services garage from nine to thirteen positions.

The Personnel Department is adding one Personnel Analysts. This analyst will be working in the financial and human resource system project full time for the next two years and will be backfilled by a two year limited term position. The position is revenue offset with funding from the financial and human resource system project.

The Information Technology Department is adding six computer programmers to work on the new financial and human resource computer system.

Capital Projects

The green section of the budget document contains a detailed listing of the capital and maintenance projects proposed for next year. The largest capital projects recommended are a new San Luis Obispo Regional Airport fire station, a remodel of the Juvenile Services Center entrance and intake area for ADA and safety improvements and moving the San Luis Obispo family care clinic from a leased facility to the soon to be vacated General Hospital.

The Numbers

Recommended appropriations for all funds combined in 2003-2004 is $368.6 million. The increase is related to the one-time nature of several expenses. Specifically, the recommended budget includes:

- $15 million in for the replacement of the county's 28-year-old financial and human resource computer system and software.
- About $4 million for payment of debt service on Pension Obligation Bonds. The bonds will be used to pay down the current unfunded liability and debt in the pension trust system. This is basically refinancing our current debt at lower interest rates and will save $1 to $1.5 million per year.

The following is a summary of the changes within each major area of financing:

State and Federal Revenue

State and Federal revenue, at $163 million, represents about 46% of the County's financing. The recommended level represents a $1 million or 1 % increase over the 2002-03 adopted amount. This is the single largest revenue source. The majority of these revenues are used to support statutory programs, such as health and welfare services and some criminal justice programs. For the most part, these funds are restricted as to use and are not available for discretionary purposes.

Taxes

Property taxes, sales tax, transient occupancy and other taxes, at about $94 million, represent a 26% increase (about $ 18 million) over the 2002-03 adopted level. This significant increase is due to the use of nearly $10 million in one time Teeter Reserves to partially fund the new Financial and Human Services Computer System. Deducting the $10 million, the true increase in these tax revenues is 10% or $8 million. Sales and transient occupancy taxes are projected to increase by 9% and 2%, respectively.

Charges for Services and License/Permit Fees

Charges for services represent about $28 million, which is about $3 million or a 12% increase over 2002-03.

Fees derived from licenses and permits are projected to increase by about $1 million - for a total of about $8.3 million - due to increases in cable and utility franchise fees, animal licenses and plan check fees.

Other Revenues and Financing

About $36 million falls into the category of other revenues or other financing. These categories reflect billings from various County departments that charge other departments (and outside entities) for their services. It also includes Countywide overhead charges. This year also reflects an increase in Road Impact Fee revenue of $1.5 million and revenue of $4.1 million to the new Pension Obligation Bond budget unit.

Fines, Forfeitures and Penalties

At approximately $4 million, representing court fines and penalties. The area is decreasing as more funds are now funneled away from counties and given to the state courts. Additionally, this is the last year of revenue from an electric deregulation settlement and the amount of payment has dropped form $1.3 million to about $400,000.

Interest Earnings

Interest earnings, at about $3 million, will decrease by approximately $2 million compared to the current year budget. This is principally due to the recent decline in interest rates.

RESERVES

The County has two types of reserves: general reserves and designations. The general reserve is not designated for a specific use. It serves to stabilize the County's cash position prior to receipt of property tax revenues. In addition, it provides protection against downturns in the economy and may provide financial protection if a major catastrophic disaster were to occur within the County. Designations are reserves that are set-aside for specific purposes. These reserves ensure the County's financial capability to provide long-range service needs. The majority of existing designations are for long-term capital projects and equipment replacements.

General Reserves:

No new general reserves are recommended.

Designated Reserves - General Fund:

No new designated reserves are recommended. However, it is recommended $1.4 million of designated reserves be used to help balance the budget. Additionally, it is recommended that $250,000 of fire equipment replacement reserves be used to replace a fire truck and $250,000 of the internal loan reserve to be used for a short term loan to the Department of Social Services for computer networking equipment.

Designated Reserves -Other (Non-General) Fund:

Capital Projects reserves: It is recommended that $2.7 million of facilities planning and building safety reserves be used to improve the Juvenile Services Center and relocate the San Luis Obispo Family Care Clinic and laboratory to the soon-to-be closed General Hospital facility.

Organizational Effectiveness Reserves: It is recommended that about $39,000 be moved from existing reserves designated for training activities to continue various training and educational opportunities for County employees.

Automation Replacement reserves: It is recommended that $7.6 million be used to help offset the cost of replacing the financial and human resource computer system ($5.8 million); the Integrated Document Management System ($1.5 million) and replacement of mainframe and network computer systems.

Building Depreciation Fund: Based on the depreciation schedule included in the County's cost allocation plan, it is recommended that $746,519 be reserved for building replacements. A portion of this reserve will be used to offset the debt on the new government center.

Traffic Impact Fees reserve: It is recommended that $2.6 million be used for various road projects.

Public Facility Fees: Public facility fees reserves are recommended to increase by $1.5 million.

Wildlife and Grazing reserve: The Wildlife and Grazing Advisory Board requests cancellation of $7,081 to pay for projects completed in 2003-04.

Fish and Game reserve: The Fish and Game Board requests cancellation of $6,024 to pay for projects to be completed in 2003-04.

SUMMARY OF STAFFING

The Proposed Budget recommends 2,639 full time equivalent (FTE) permanent, limited term and contract positions. This represents a net decrease of 71 FTE positions from the 2002-03 adopted budget. Shown below are both summaries and detail of these changes.

2002-2003 Summary

2002-03 Adopted Budget	2,709.75
Changes made since budget was adopted (see below):	-74.5
Current allocation	2,635.25

Increases since budget was adopted:

Ag Commissioner + 2
Child Support Services + 2
Clerk-Recorder + 1
District Attorney + 1
General Services + 1
Garage + 4
Mental Health +1.25
Drug and Alcohol + 2
Personnel + 2
Planning + 3
Probation + 2.5
Public Health + 6.5
Law Enforcement Medical Care + 1
CMSP + .5
Animal Services + 1
Social Services + 10
Treas-Tax Collector +1

Decreases since budget was adopted:

Information Technology – 34.5 *
Medical Services – 76.75
Public Works - 4

* 34.5 Department Automation Specialists were moved from Information Technology into departments and are reflected in the additions above.

2003-2004 Summary

Current Allocation	2,635.25
2003-2004 Recommendations	+ 3.75
2003-2004 Total Positions	2,639

Recommended increases:

Auditor-Controller + 5
General Services + 5
Information Technology + 5
Parks +2.5
Personnel +1
Library + 1
Medical Services +.5
Planning + 4
Probation + 4.5
Public Works + 3

Decreases:

Child Support Services – 3
CMSP - 1
Drinking Driver Prog. – 2
Mental Health –9.75
Drug & Alcohol Svcs – 7.25
Public Health – 4.75

Additional graphs and more detailed charts that summarize the position allocations by departments can be found in the General Information section of this budget.

ACKNOWLEDGMENTS

Developing the Proposed Budget is somewhat like assembling the pieces of a puzzle. Each department provides the essential components of their specific part of the picture. Through a countywide, cooperative effort, the pieces are then put together to present the overall picture of the spending plan and finances that comprise the San Luis Obispo County Proposed Budget. I appreciate and recognize the cooperation and assistance provided by department heads and their staff. Again, special thanks go to the Auditor-Controller's Office and Information Technology staff. Their professional assistance to my staff was invaluable and contributed to helping make a seamless fit of all of the pieces that comprise this Proposed Budget.

The State's financial outlook added a different dynamic to the budget preparation process. The potential for funding and service level reductions could have led to an "us" against "them" relationship between departments and the financial staff that assembled the budget. I believe that the Administrative Office staff played a large part in maintaining the balance in this relationship so that the budget preparation effort remained focused on how "we" can use the available dollars to best serve our citizens. Their efforts to develop this document involved long hours and a professional dedication that can be used as an example by which we measure public service.

This year, Assistant County Administrator Jim Grant led the budget team. Jim is a budget veteran, who has overseen the budget preparation process in both bountiful and lean times. Jim provided mentoring, guidance and leadership for the budget team and the overall management of the budget development. I truly appreciate his dedication to public service and his ability to use teamwork to overcome obstacles.

My thanks and appreciation goes to all my staff who, once again, did a remarkable job balancing the demands of budgeting with their on-going work commitments. And, as always, I need to acknowledge the efforts of the department heads and their staffs for the high quality and collaborative work products that are integral to the budget process.

Sincerely,

David Edge,
County Administrator

2003-2004 BUDGET GOALS

The goals of San Luis Obispo County, in the development and implementation of its annual budget, are to:

- Establish, a comprehensive financial plan which demonstrates, in measurable terms, that County government runs efficiently, provides high quality services, complies with all legal requirements and produces results that are responsive to community priorities and desires; and

- Further the County's mission to serve the community with pride while enhancing the economic, environmental and social quality of life in San Luis Obispo County.

2003-2004 BUDGET POLICIES

A. All Funds

1. **Budget Process**: County departments shall participate and cooperate during the budget development process to facilitate the creation of a budget based upon a collaborative effort between the Board of Supervisors, the Administrative Office, Department Heads and the community.

2. **Results Based Decision Making and Budgeting**: The County is committed to providing efficient, high quality services that produce clear results for the public we serve. Budget requests and recommendations must be linked to measurable results that are responsive to community desires.

3. **Communitywide Results and Indicators:** The Board adopted communitywide results which shall be used by all departments to strategically guide the budget preparation process. Departments will link all goals and funding requests to communitywide results.

4. **Departmental Goals and Performance Measures:** Individual departments will establish goals that will facilitate achievement of the desired communitywide results. Departments will also develop meaningful performance measures which will be used to gauge the success of individual programs within a department. All requests to allocate additional resources to a new program or service must clearly demonstrate expected results in measurable terms. If additional funding is requested to augment an existing program or service, departments must identify actual results achieved to date in meaningful, measurable terms.

5. **Mission Statements:** County departments shall have a Department Mission Statement consistent with San Luis Obispo County's overall Mission Statement.

6. **Pursuit of New Revenues**: County departments are directed to pursue revenue sources, when reasonable, in support of the communitywide results sought by the County.

7. **"In-Kind" Contribution**: Where matching funds are required for grant purposes, provide as much "in-kind" contribution (resources already allocated by the County that will be expended in any case) as allowed, instead of hard dollar matches.

8. **Budget Hearings in June**: Conduct final budget hearings before the end of June; adopt budget by July 1, unless extenuating circumstances arise and the Board adopts a revised budget schedule for that particular year; adjust final numbers - no later than October 3.

9. **Cost Allocation**: Allocate Countywide overhead costs to all County departments based on the cost allocation and implementation plan developed annually by the Auditor-Controller.

10. **Consolidation of Programs**: County departments are encouraged to consolidate programs and organizations to reduce county costs while maintaining or increasing existing levels of service. Before service level reductions are proposed (i.e. if budget cuts are required), department heads will determine if consolidation of departmental or countywide programs or services would be cost effective.

11. **Privatization of Services:** County departments are encouraged to identify and recommend opportunities for costs saving whenever possible, including the privatization of services, that are beneficial to the county and legally possible. Analysis will include review of existing services, including the possibility of "contracting in" with existing personnel and the development of a transition process for those services approved for privatization. In implementing significant new services, a thorough cost and program analysis shall be conducted to ascertain if privatizing will result in reduced costs, increased services and accountability.

12. **Reductions**: Reductions shall be evaluated on a case-by-case basis, in a fashion consistent with Board approved budget policies, to reach the appropriations level required within the available means of financing. When budget reductions are necessary, departments will prioritize their service programs and propose reductions in areas that are least effective in terms of achieving departmental goals and desired results. Departments must also consider the potential effects on interrelated programs and desired communitywide results when developing budget reductions.

13 **Investing in Automation**: The Board recognizes that cost reduction, cost avoidance and process efficiency can be enhanced by utilizing automation. Proposals for investments in automation, particularly computer automation, must measurably demonstrate how cost savings will be achieved and/or how services will be improved. It will be important that countywide benefits, compatibility with existing systems, and potential liabilities are fully addressed.

14. **Cost Recovery Through Fees**: Utilize fees to recover costs where reasonable and after all cost saving options have been explored. Exceptions will be reviewed on a case-by-case basis.

15. **Matching Funds - County Share**: No increased county share for budgets funded primarily from non-general fund sources if state funding is reduced, unless increased county share is mandated. The Board of Supervisors, at its discretion, may provide county "overmatches" to under-funded programs to ensure or enhance specified levels of service. Proposed “overmatches” shall include the specific, measurable, goals and results expected to be attained at both the “required” and the “overmatch” funding levels.

16. **Non-Emergency Mid-Year Requests**: Mid-year budget or capital project requests of a non-immediate nature requiring a transfer from contingencies are recommended to be referred to the next year's budget deliberations. Mid-year requests with other funding sources or which can be absorbed within a department's budget, are considered as needed.

17. **Appropriations from Unanticipated Revenues**: Appropriations from departmental unanticipated revenues will not be recommended unless the department is either reaching or exceeding its total departmental revenue estimates on a monthly or quarterly basis, or its revenues are in line with historical revenue trends for that department. Grant program revenues and appropriations would be handled separately.

18. **General Fund Support**: General Fund Support is the amount of General Fund money to a given budget after revenues and other funding sources are subtracted from expenditures. These net costs would be used in developing budget recommendations and when reviewing budgets during the quarterly reporting process. Significant departures from the General Fund Support amounts during the fiscal year may result in a recommendation that appropriations be reduced to allow/ensure that the budgeted net cost would be achieved by the end of the fiscal year.

19. **Debt Financing**: Recommendations for debt financing of major projects will include cost benefit analysis of available options and funding alternatives. Every attempt will be made to provide for debt service through dedicated revenues that can be maintained over the life of any debt, before the general fund is accessed for such a purpose.

B. General Fund

1. **Discretionary Programs**: Review all discretionary programs to determine if they are a high priority program with communitywide benefits and demonstrated results. Preferences for funding of new discretionary programs are for those which will facilitate the achievement of Board adopted communitywide results utilizing non-General Fund revenue first, offsetting fee revenue (if appropriate) second, and General Fund last. All requests for discretionary funding must be accompanied by a performance plan that clearly describes actual and/or expected results in measurable terms.

2. **Maintain or Enhance Revenue Generating Ability**: Appropriate sufficient funds to maintain the capabilities of budgets which generate revenues in excess of their costs. Enhancements to such budgets will be dependent upon resulting revenues being in excess of the associated costs.

3. **Funding of Contingencies and Reserves**: Place a minimum of 5% of available funds into contingencies. Additionally, place up to 15% of available funds into contingencies and any additional unrestricted funds into reserves, after departments' operational needs are funded.

C. Capital Projects

1. Review and evaluate projects based upon their cost, scope and countywide significance.

   A. The following criteria shall be used in evaluating projects:

   1. Additional funds required to make committed projects operational.

   2. Required to meet a legal or policy mandate.

3. Required to improve unacceptable health and safety conditions.

4. Is at least 80% revenue offset or there is a "payback" in three years or less.

5. Required to maintain existing assets or facilities.

6. Required to maintain existing service levels.

7. Reduces or avoids other county costs.

Proposed projects shall include the project's anticipated impact on current and future operating costs.

Projects will be recommended for approval that are 100% revenue offset or have their own funding source (such as golf courses and Lake Lopez), which meet one or more of the above criteria and would be reasonable in terms of scope or cost.

2. **Library Projects**: Consider funding new library buildings or major improvements to existing libraries only if at least 50% of the cost of the project is provided by the community in which the facility is located. The funding required from the community may be comprised from a variety of sources, including grants, school districts, cities, community group funding, or private donations, or fees generated for specific use in libraries. The county's portion of this funding formula will be financed from the library budget (Fund 26), grants, gifts, the General Fund or fee revenues generated for specific use in libraries.

3. **Maintenance Costs:** Consider cost of ongoing maintenance before recommending capital projects, acquisition of additional parklands or beach accessway projects.

4. **Master Plans**: Consider approving projects included in master plans if they have their own funding sources or if they are requested from other sources which identify an operational need for the facility.

5. **Grant Funded Capital Projects**: For grant funded projects, when a county match is required, budget only the county share if receipt of grant money is not expected in the budget year. If there is a reasonable expectation that the grant revenue can be received during the budget year, budget the entire project amount including revenues.

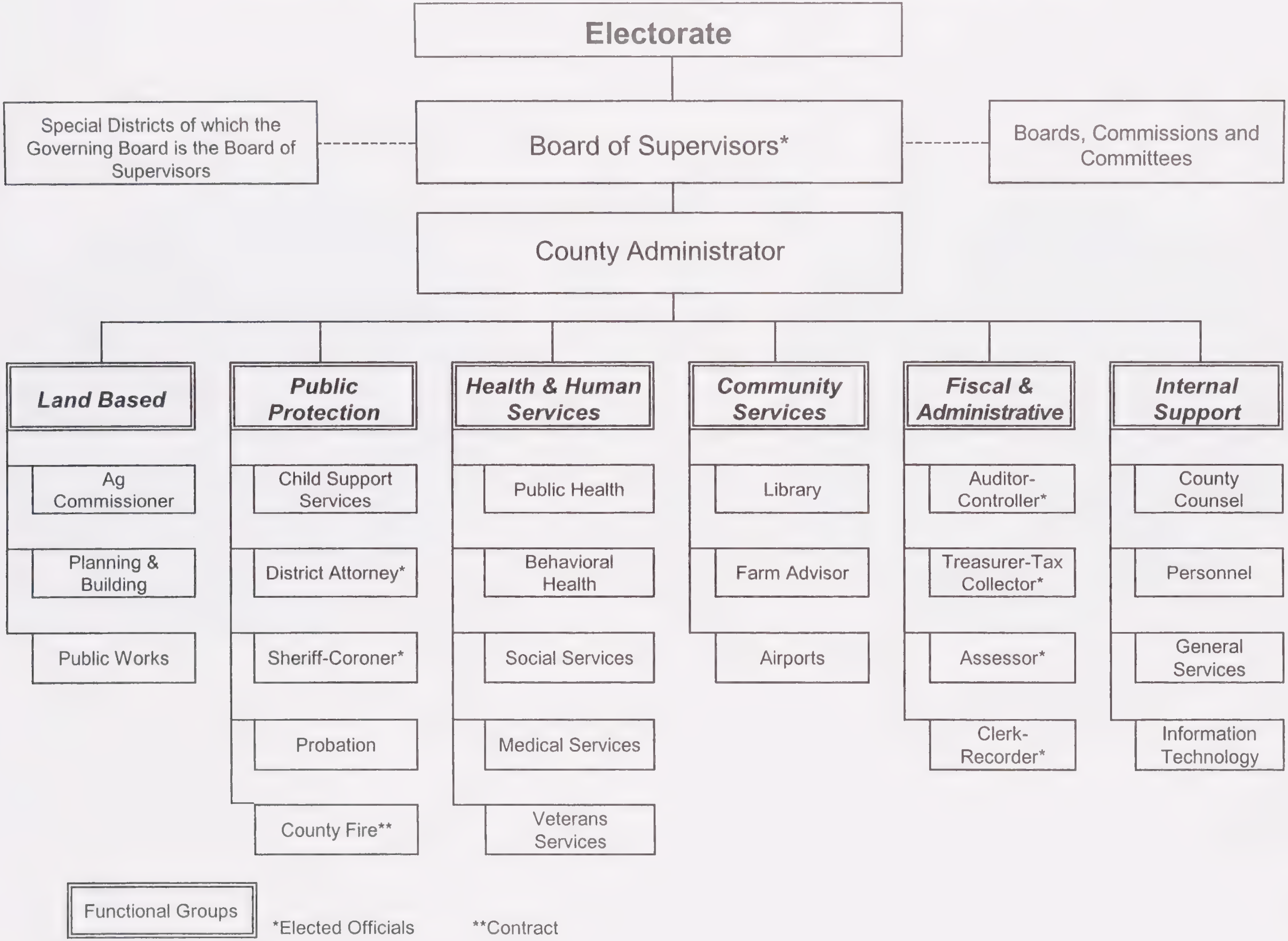
6. **Encumbrances**: The Auditor-Controller is authorized to encumber capital project money appropriated for a specific capital project at the end of each fiscal year, if work has been undertaken on that project during the fiscal year. Evidence that work has been undertaken would be in the form of an awarded contract or other item upon which the Board of Supervisors has taken formal action.

7. **Phasing of Large Projects**: For capital projects which will be undertaken over several fiscal years, develop full project scope and costs in the initial year.

County of San Luis Obispo

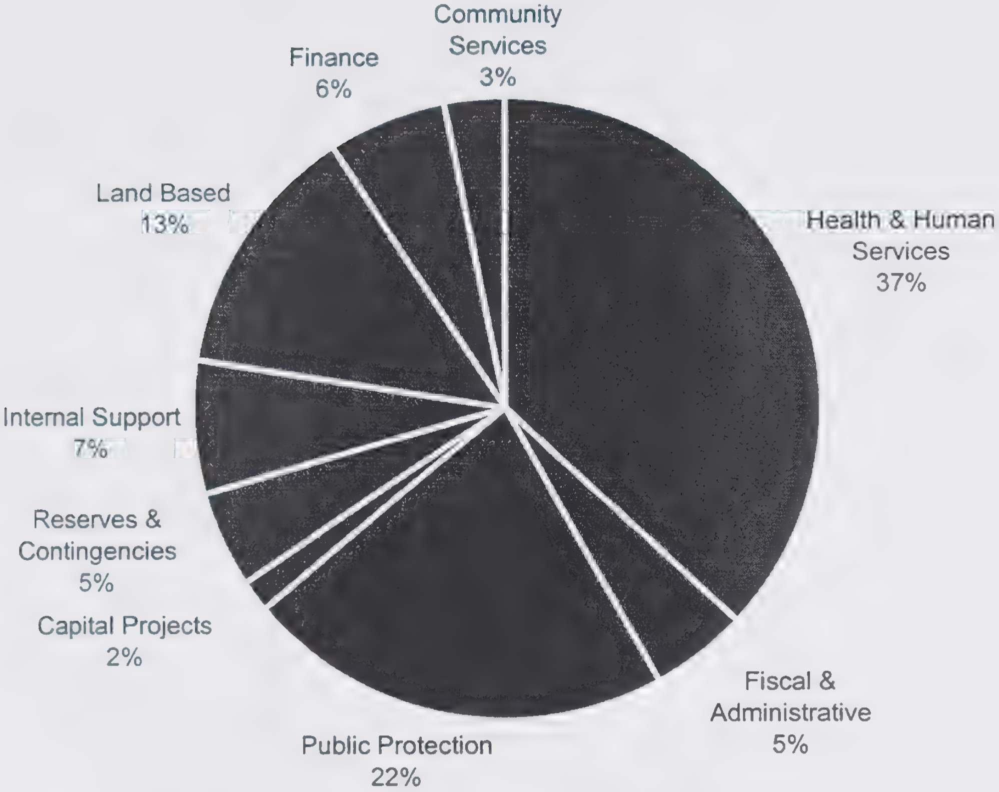
Graphics & General Information

County of San Luis Obispo Organizational Chart


Electorate
Special Districts of which the Governing Board is the Board of Supervisors
Board of Supervisors*
Boards, Commissions and Committees
County Administrator
Land Based
Ag Commissioner
Planning & Building
Public Works
Public Protection
Child Support Services
District Attorney*
Sheriff-Coroner*
Probation
County Fire**
Health & Human Services
Public Health
Behavioral Health
Social Services
Medical Services
Veterans Services
Community Services
Library
Farm Advisor
Airports
Fiscal & Administrative
Auditor-Controller*
Treasurer-Tax Collector*
Assessor*
Clerk-Recorder*
Internal Support
County Counsel
Personnel
General Services
Information Technology
Functional Groups
*Elected Officials
**Contract

Expenditures By Function

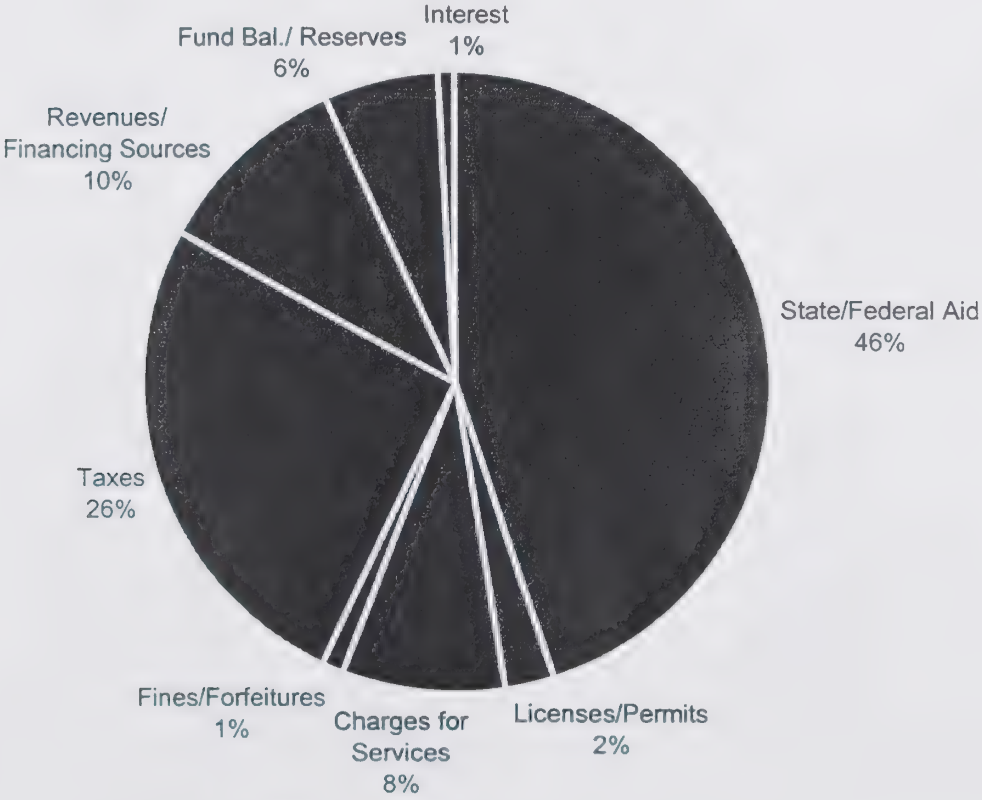
2003-2004 Final Budget - All Funds



Dollars in Millions - $373.8 Total Appropriation

Total Financing By Source

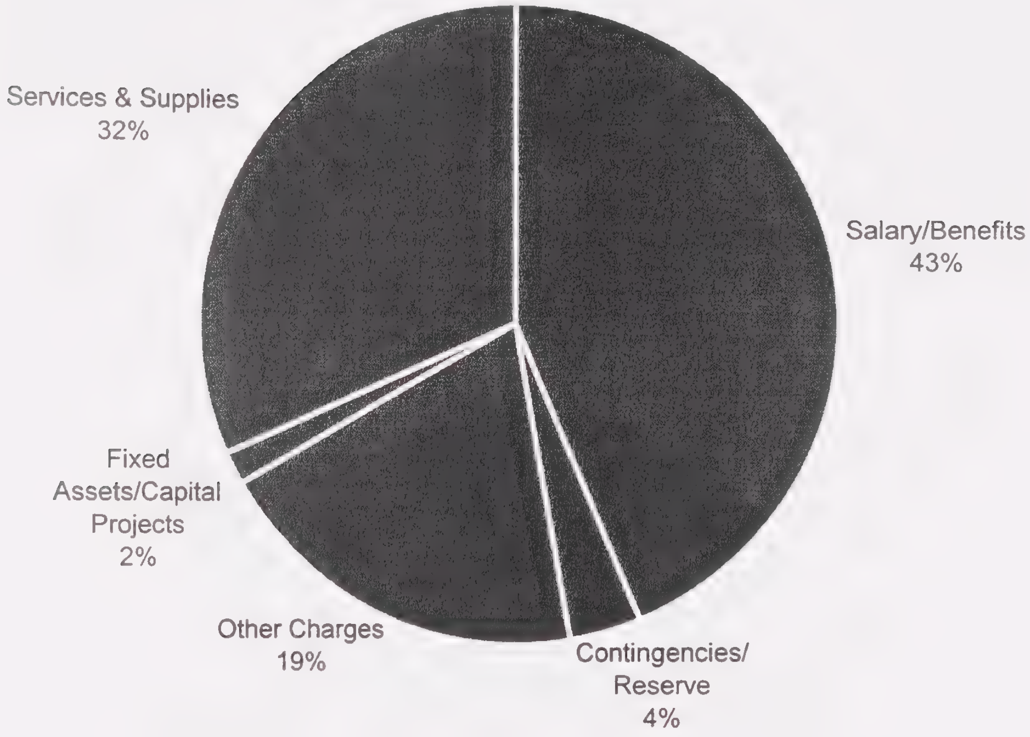
2003-2004 Final Budget All Funds



Dollars in Millions - $373.8 Total Appropriation

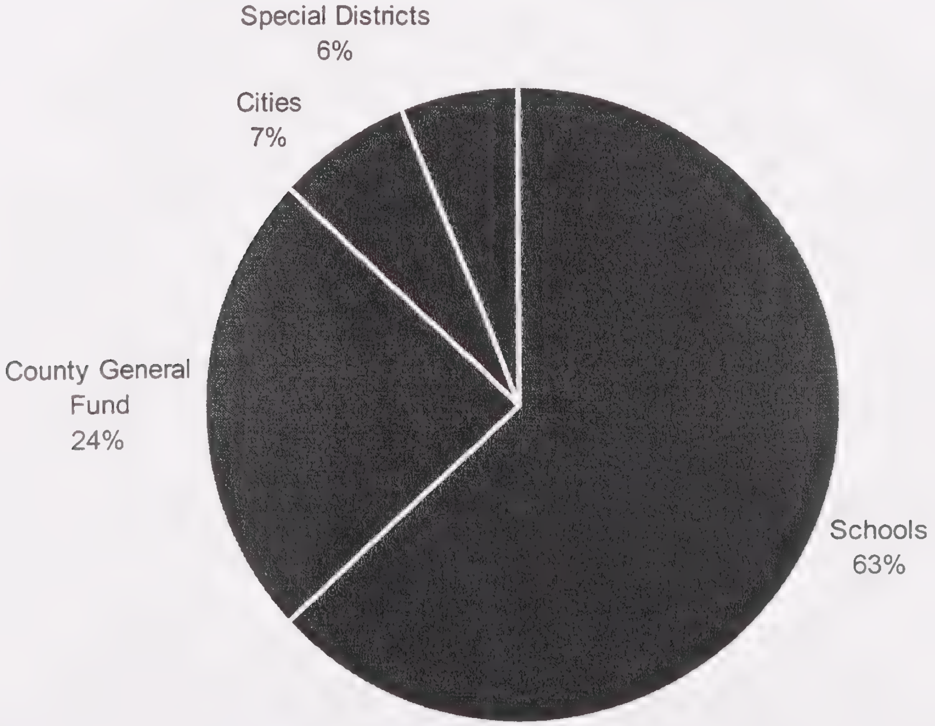
Budget By Category

2003-2004 Final Budget - All Funds



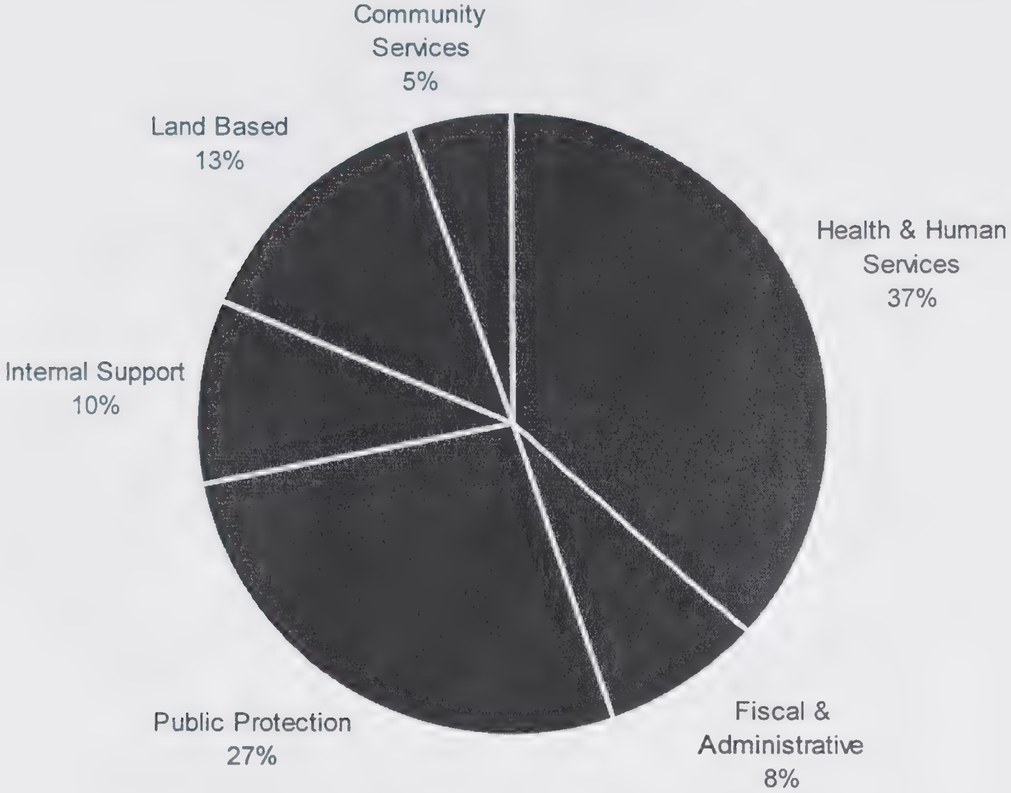
Dollars in Millions - $373.8 Total Appropriation

Property Tax Dollar Distribution By Government Agency



County of San Luis Obispo –Positions (Full Time Equivalent)

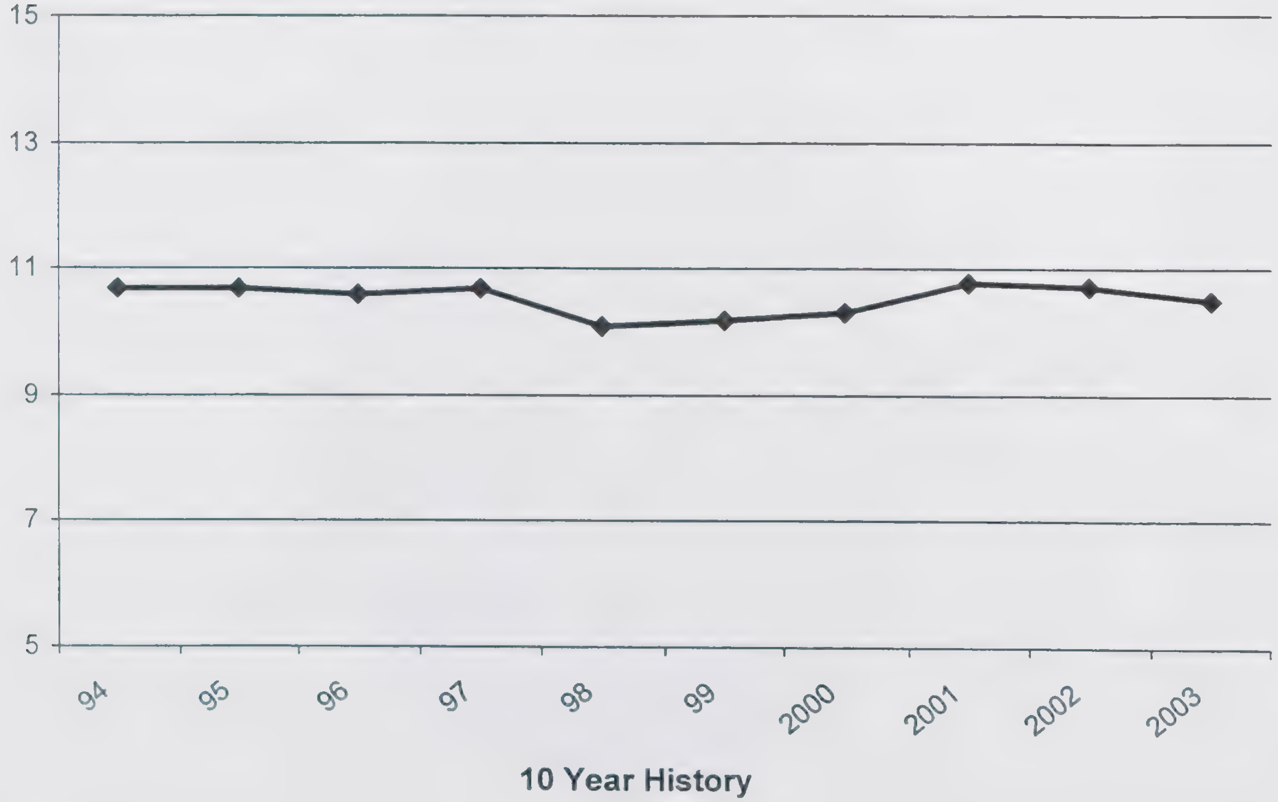
2003-2004 Final Budget



Total Recommended Positions: 2,642

County of San Luis Obispo

Employees per 1,000 County Residents



County of San Luis Obispo

Personnel Information

SLO County Budget Preparation System

Position Allocation by Functional Area

Functional Area	2002-03 Current Allocation	2003-04 Department Request	2003-04 C.A.O. Recommended	2003-04 Board Adopted
Community Services	136.75	140.25	140.25	140.25
	1.00 **	1.00 **	1.00 **	1.00 **
Fiscal & Administrative	201.75	207.25	206.75	206.75
Health/Human Services	918.75	899.50	900.75	903.75
	76.75 *	68.00 *	71.00 *	71.00 *
Land Based	342.50	345.50	344.50	344.50
	2.00 *	6.00 *	7.00 *	7.00 *
	0.50 **	0.50 **	0.50 **	0.50 **
Public Protection	686.50	684.50	684.50	684.50
	22.75 *	26.25 *	26.25 *	26.25 *
Support to County Depts	246.00	256.00	256.00	256.00
	0.00 *	0.00 *	1.00 *	1.00 *
	0.00 **	1.00 **	0.00 **	0.00 **
Total Permanent FTE's	2,532.25	2,533.00	2,532.75	2,535.75
Total Limited Terms	101.50	100.25	105.25	105.25
Total Contract FTE's	1.50	2.50	1.50	1.50
Total FTE's	2,635.25	2,635.75	2,639.50	2,642.50
Permanent Positions				
Full Time	2,425	2,412	2,424	2,427
3/4 Time	24	29	27	27
1/2 Time	175	194	174	174
1/4 Time	7	9	6	6
Total Permanent	2,631	2,644	2,631	2,634
Limited Term Positions				
Full Time	95	91	96	96
3/4 Time	2	2	3	3
1/2 Time	9	14	13	13
1/4 Time	2	3	2	2
Total Limited Term	108	110	114	114
Contract Positions				
Full Time	1	2	1	1
3/4 Time	0	0	0	0
1/2 Time	1	1	1	1
1/4 Time	0	0	0	0
Total Contract	2	3	2	2

* Indicates limited term positions

**Indicates contract positions

SLO County Budget Preparation System
Position Allocation Summary
Full Time Equivalents

Dept	Title	2002-03 Current Allocation	2003-04 Department Request	2003-04 C.A.O. Recommended	2003-04 Board Adopted	Increase (Decrease)
ADMINISTRATIVE OFFICE						
2040	ADMINISTRATIVE OFFICE	14.00	14.00	14.00	14.00	0.00
2340	RISK MANAGEMENT	4.00	4.00	4.00	4.00	0.00
2570	GRAND JURY	0.50	0.50	0.50	0.50	0.00
2790	EMERGENCY SERVICES	4.50	4.50	4.50	4.50	0.00
		0.75 *	0.75 *	0.75 *	0.75 *	0.00 *
	Total	23.75	23.75	23.75	23.75	0.00
AGRICULTURAL COMMISSIONER						
2730	AGRICULTURAL COMMISSIONER	44.00	44.00	44.00	44.00	0.00
		2.00 *	2.00 *	2.00 *	2.00 *	0.00 *
	Total	46.00	46.00	46.00	46.00	0.00
ASSESSOR						
2070	ASSESSOR	87.00	87.00	87.00	87.00	0.00
AUDITOR-CONTROLLER						
2050	AUDITOR-CONTROLLER	39.00	44.00	44.00	44.00	5.00
BOARD OF SUPERVISORS						
2000	BOARD OF SUPERVISORS	12.50	12.50	12.50	12.50	0.00
CHILD SUPPORT SERVICES						
2561	CHILD SUPPORT SERVICES	54.00	51.00	51.00	51.00	-3.00
CLERK/RECORDER						
2509	CLERK/RECORDER	22.25	22.75	22.25	22.25	0.00
COUNTY COUNSEL						
2100	COUNTY COUNSEL	23.00	23.00	23.00	23.00	0.00
DISTRICT ATTORNEY						
2560	DISTRICT ATTORNEY	81.25	81.25	81.25	81.25	0.00
		1.00 *	1.00 *	1.00 *	1.00 *	0.00 *
2562	VICTIM/WITNESS ASSISTANCE	14.00	14.00	14.00	14.00	0.00
		1.00 *	1.00 *	1.00 *	1.00 *	0.00 *
	Total	97.25	97.25	97.25	97.25	0.00
FARM ADVISOR						
4030	FARM ADVISOR	4.00	4.00	4.00	4.00	0.00

* Indicates Limited Term positions

** Indicates contract positions

SLO County Budget Preparation System

Position Allocation Summary

Full Time Equivalents

Dept	Title	2002-03 Current Allocation	2003-04 Department Request	2003-04 C.A.O. Recommended	2003-04 Board Adopted	Increase (Decrease)
GENERAL SERVICES						
2180	GENERAL SERVICES	100.00	105.00	105.00	105.00	5.00
2270	REPROGRAPHICS ISF	4.00	4.00	4.00	4.00	0.00
2300	GARAGE ISF	13.00	13.00	13.00	13.00	0.00
2950	AIRPORTS ENTERPRISE	10.75	10.75	10.75	10.75	0.00
4125	PARKS	35.00	37.50	37.50	37.50	2.50
		1.00 **	1.00 **	1.00 **	1.00 **	0.00 **
	Total	163.75	171.25	171.25	171.25	7.50
GOLF COURSES						
4161	GOLF COURSES	18.00	18.00	18.00	18.00	0.00
INFORMATION TECHNOLOGY DEPARTMENT						
2250	INFORMATION TECHNOLOGY DEPARTMENT	83.00	87.00	88.00	88.00	5.00
		0.00 **	1.00 **	0.00 **	0.00 **	0.00 **
	Total	83.00	88.00	88.00	88.00	5.00
LIBRARY						
4000	LIBRARY	69.00	70.00	70.00	70.00	1.00
MENTAL HEALTH						
3070	MENTAL HEALTH	160.75	151.00	151.00	154.00	-6.75
3075	DRUG & ALCOHOL SERVICES	48.75	46.75	44.00	44.00	-4.75
		14.50 *	13.00 *	12.00 *	12.00 *	-2.50 *
4040	DRINKING DRIVER PROGRAMS	18.00	16.00	16.00	16.00	-2.00
	Total	242.00	226.75	223.00	226.00	-16.00
PERSONNEL						
2110	PERSONNEL	19.00	20.00	19.00	19.00	0.00
		0.00 *	0.00 *	1.00 *	1.00 *	1.00 *
	Total	19.00	20.00	20.00	20.00	1.00
PLANNING & BUILDING DEPARTMENT						
2800	PLANNING & BUILDING DEPARTMENT	107.00	108.00	107.00	107.00	0.00
		0.00 *	4.00 *	4.00 *	4.00 *	4.00 *
		0.50 **	0.50 **	0.50 **	0.50 **	0.00 **
	Total	107.50	112.50	111.50	111.50	4.00
PROBATION DEPARTMENT						
2660	PROBATION DEPARTMENT	138.25	140.25	139.25	139.25	1.00
		13.00 *	16.50 *	16.50 *	16.50 *	3.50 *
	Total	151.25	156.75	155.75	155.75	4.50

* Indicates Limited Term positions

** Indicates contract positions

SLO County Budget Preparation System
Position Allocation Summary
Full Time Equivalents

Dept	Title	2002-03 Current Allocation	2003-04 Department Request	2003-04 C.A.O. Recommended	2003-04 Board Adopted	Increase (Decrease)
PUBLIC HEALTH DEPARTMENT						
3000	PUBLIC HEALTH DEPARTMENT	141.75	140.50	140.25	140.25	-1.50
		32.25 *	28.50 *	29.50 *	29.50 *	-2.75 *
3285	LAW ENFORCEMENT MED CARE	11.00	10.00	11.00	11.00	0.00
3286	CO MEDICAL SERVICES PROG	13.00	12.50	12.50	12.50	-0.50
		1.00 *	0.50 *	0.50 *	0.50 *	-0.50 *
6000	MEDICAL SERVICES	90.00	85.25	90.50	90.50	0.50
	Total	289.00	277.25	284.25	284.25	-4.75
PUBLIC WORKS - ISF						
2900	PUBLIC WORKS - ISF	191.50	193.50	193.50	193.50	2.00
		0.00 *	0.00 *	1.00 *	1.00 *	1.00 *
	Total	191.50	193.50	194.50	194.50	3.00
SHERIFF-CORONER						
2590	SHERIFF-CORONER	373.00	372.00	373.00	373.00	0.00
		7.00 *	7.00 *	7.00 *	7.00 *	0.00 *
2840	ANIMAL SERVICES	21.00	21.00	21.00	21.00	0.00
	Total	401.00	400.00	401.00	401.00	0.00
SOCIAL SERVICES ADMINISTRATION						
3200	SOCIAL SERVICES ADMINISTRATION	431.50	433.50	431.50	431.50	0.00
		29.00 *	26.00 *	29.00 *	29.00 *	0.00 *
	Total	460.50	459.50	460.50	460.50	0.00
TREAS-TAX COLL-PUBLIC ADM						
2060	TREAS-TAX COLL-PUBLIC ADM	27.00	27.00	27.00	27.00	0.00
VETERANS SERVICES						
3330	VETERANS SERVICES	4.00	4.00	4.00	4.00	0.00
	Total Permanent Employees	2,532.25	2,533.00	2,532.75	2,535.75	3.50
	Total Limited Term Employees	101.50	100.25	105.25	105.25	3.75
	Total Contract Employees	1.50	2.50	1.50	1.50	0.00
	GRAND TOTAL	2,635.25	2,635.75	2,639.50	2,642.50	7.25

* Indicates Limited Term positions

** Indicates contract positions

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2003-04 Request	2003-04 Recommended	2003-04 Adopted
2000	**BOARD OF SUPERVISORS**					
02223	Administrative Assistant Confidential Series		1.00	1.00	1.00	1.00
02223	Administrative Assistant Confidential Series	1/2	0.50	0.50	0.50	0.50
02213	Confidential Assistant Series					
02213	Confidential Assistant Series	1/2				
08799	Legislative Assistant		5.00	5.00	5.00	5.00
00939	Supervising Admin Clerk II - Confidential		1.00	1.00	1.00	1.00
00103	Supervisor		5.00	5.00	5.00	5.00
	Department Totals		12.50	12.50	12.50	12.50
2040	ADMINISTRATIVE OFFICE					
00913	Accounting Technician - Confidential		1.00	1.00	1.00	1.00
08887	Administrative Analyst Aide - Confidential		3.00	3.00	3.00	3.00
02223	Administrative Assistant Confidential Series		1.00	1.00	1.00	1.00
08884	Administrative Analyst I					
08883	or Administrative Analyst II					
08882	or Administrative Analyst III					
08886	or Principal Administrative Analyst		5.00	5.00	5.00	5.00
08798	or Assistant Administrative Officer		2.00	2.00	2.00	2.00
02213	Confidential Assistant Series					
00205	County Administrative Officer		1.00	1.00	1.00	1.00
00925	Secretary - Confidential		1.00	1.00	1.00	1.00
	Department Totals		14.00	14.00	14.00	14.00
2050	AUDITOR-CONTROLLER					
02050	Accounting Systems Aide-Confidential		1.00	1.00	1.00	1.00
00916	Accounting Systems Analyst I					
00915	or Accounting Systems Analyst II		2.00	4.00	4.00	4.00
00914	Accounting Technician					
00913	or Accounting Technician - Confidential		4.00	4.00	4.00	4.00
00914	Accounting Technician	3/4				
00913	or Accounting Technician - Confidential	3/4	0.75	0.75	0.75	0.75
02223	Administrative Assistant Confidential Series		2.00	2.00	2.00	2.00
02223	Administrative Assistant Confidential Series	3/4	0.75	0.75	0.75	0.75
08891	Administrative Services Officer I		1.00	1.00	1.00	1.00
08892	Administrative Services Officer II					
08893	or Administrative Services Officer III		1.00	1.00	1.00	1.00
00900	Assistant Auditor-Controller		1.00	1.00	1.00	1.00
00102	Auditor-Controller		1.00	1.00	1.00	1.00
00903	Chief Internal Auditor		1.00	1.00	1.00	1.00
02213	Confidential Assistant Series					
02213	Confidential Assistant Series	3/4				
02223	Administrative Assistant Confidential Series					
00982	or Data Entry Operator III - Confidential		3.00	3.00	3.00	3.00
00901	Deputy Auditor-Controller		2.00	2.00	2.00	2.00
02051	Accountant-Auditor Trainee					
00713	or Accountant-Auditor I					
00714	or Accountant-Auditor II					
00715	or Accountant-Auditor III		8.00	9.00	9.00	9.00
00716	or Principal Accountant-Auditor		3.00	4.00	4.00	4.00
02051	Accountant-Auditor Trainee	1/2				
00713	or Accountant-Auditor I	1/2				
00714	or Accountant-Auditor II	1/2				
00715	or Accountant-Auditor III	1/2	0.50	0.50	0.50	0.50
00716	or Principal Accountant-Auditor	1/2				
00902	Principal Accounting Systems Analyst		1.00	1.00	1.00	1.00
00911	Account Clerk					
00909	or Senior Account Clerk		4.00	5.00	5.00	5.00
00898	Supervising Accounting Tech - Confidential		1.00	1.00	1.00	1.00
00939	Supervising Admin Clerk II - Confidential		1.00	1.00	1.00	1.00
	Department Totals		39.00	44.00	44.00	44.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2003-04 Request	2003-04 Recommended	2003-04 Adopted
2060	TREAS-TAX COLL-PUBLIC ADM					
00914	Accounting Technician		1.00	1.00	1.00	1.00
08891	Administrative Services Officer I					
08892	or Administrative Services Officer II					
08893	or Administrative Services Officer III		2.00	2.00	2.00	2.00
00892	Chief Financial Manager		1.00	1.00	1.00	1.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		1.00	1.00	1.00	1.00
00855	Deputy Treasurer-Tax Collector		1.00	1.00	1.00	1.00
00780	Financial Analyst I					
00781	or Financial Analyst II					
00782	or Financial Analyst III		2.00	2.00	2.00	2.00
00911	Account Clerk					
00909	or Senior Account Clerk		12.00	12.00	12.00	12.00
00927	Supervising Admin Clerk I		1.00	1.00	1.00	1.00
00938	Supervising Admin Clerk I - Confidential		1.00	1.00	1.00	1.00
00928	Supervising Admin Clerk II		1.00	1.00	1.00	1.00
00893	Supervising Financial Technician		3.00	3.00	3.00	3.00
00110	Treasurer-Tax Collector-Public Administrator		1.00	1.00	1.00	1.00
	Department Totals		27.00	27.00	27.00	27.00
2070	ASSESSOR					
00911	Account Clerk		1.00	1.00	1.00	1.00
02203	Administrative Assistant Series		2.00	2.00	1.00	1.00
00718	Appraiser Trainee					
00711	or Appraiser I					
00709	or Appraiser II					
00707	or Appraiser III		26.00	26.00	26.00	26.00
08894	Assessment Analyst Trainee					
00941	or Assessment Analyst I					
00942	or Assessment Analyst II					
00943	or Assessment Analyst III		8.00	8.00	8.00	8.00
00894	Assessment Technician I					
00895	or Assessment Technician II					
00896	or Assessment Technician III		16.00	16.00	16.00	16.00
00897	or Assessment Technician IV		2.00	2.00	2.00	2.00
00658	Assessment Technician Supervisor		2.00	2.00	2.00	2.00
00101	Assessor		1.00	1.00	1.00	1.00
00723	Auditor-Appraiser Trainee		1.00	1.00	1.00	1.00
00712	or Auditor-Appraiser I					
00710	or Auditor-Appraiser II					
00708	or Auditor-Appraiser III		4.00	4.00	4.00	4.00
00723	Auditor-Appraiser Trainee	1/2				
00712	or Auditor-Appraiser I	1/2				
00710	or Auditor-Appraiser II	1/2				
00708	or Auditor-Appraiser III	1/2	1.00	1.00	1.00	1.00
00671	Cadastral Mapping Systems Specialist I					
00672	or Cadastral Mapping Systems Specialis II					
00673	or Cadastral Mapping Systems Specialist III		4.00	4.00	4.00	4.00
00675	Cadastral Mapping Systems Supervisor		1.00	1.00	1.00	1.00
00704	Chief Appraiser		1.00	1.00	1.00	1.00
00578	Chief of Assessment Standards		1.00	1.00	1.00	1.00
02203	Administrative Assistant Series					
00587	or Property Transfer Tech I					
00588	or Property Transfer Tech II		8.00	9.00	10.00	10.00
00589	or Property Transfer Tech III		1.00	1.00	1.00	1.00
02203	Administrative Assistant Series	1/2				
00587	or Property Transfer Tech I	1/2				
00588	or Property Transfer Tech II	1/2	1.00	0.00	0.00	0.00
00589	or Property Transfer Tech III	1/2				
00909	Senior Account Clerk		1.00	1.00	1.00	1.00
00938	Supervising Admin Clerk I - Confidential		1.00	1.00	1.00	1.00
00724	Supervising Appraiser		3.00	3.00	3.00	3.00
00725	Supervising Auditor-Appraiser		1.00	1.00	1.00	1.00
	Department Totals		87.00	87.00	87.00	87.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2003-04 Request	2003-04 Recommended	2003-04 Adopted
2100	COUNTY COUNSEL					
02223	Administrative Assistant Confidential Series		1.00	1.00	1.00	1.00
08891	Administrative Services Officer I					
08892	or Administrative Services Officer II		1.00	1.00	1.00	1.00
08893	or Administrative Services Officer III					
00303	Assistant County Counsel		1.00	1.00	1.00	1.00
00310	Chief Deputy County Counsel		1.00	1.00	1.00	1.00
02213	Confidential Assistant Series					
00302	County Counsel		1.00	1.00	1.00	1.00
00313	Deputy County Counsel I					
00317	or Deputy County Counsel II					
00318	or Deputy County Counsel III					
00312	or Deputy County Counsel IV		11.00	11.00	11.00	11.00
00313	Deputy County Counsel I	3/4				
00317	or Deputy County Counsel II	3/4				
00318	or Deputy County Counsel III	3/4				
00312	or Deputy County Counsel IV	3/4	0.75	0.75	0.75	0.75
00313	Deputy County Counsel I	1/4				
00317	or Deputy County Counsel II	1/4				
00318	or Deputy County Counsel III	1/4				
00312	or Deputy County Counsel IV	1/4	0.25	0.25	0.25	0.25
02223	Administrative Assistant Confidential Series					
09607	or Legal Clerk II - Confidential		5.00	5.00	5.00	5.00
09608	Legal Clerk III - Confidential		1.00	1.00	1.00	1.00
	Department Totals		23.00	23.00	23.00	23.00
2110	PERSONNEL					
02223	Administrative Assistant Confidential Series		3.00	3.00	3.00	3.00
02213	Confidential Assistant Series					
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		1.00	1.00	1.00	1.00
00874	Personnel Analyst I					
00873	or Personnel Analyst II		0.00	1.00	0.00	0.00
00864	or Personnel Analyst III		6.00	6.00	6.00	6.00
00856	Personnel Director		1.00	1.00	1.00	1.00
00875	Principal Personnel Analyst		2.00	2.00	2.00	2.00
00925	Secretary - Confidential		1.00	1.00	1.00	1.00
00857	Personnel Technician - Confidential		3.00	3.00	3.00	3.00
00865	or Senior Personnel Tech - Confidential					
00857	Personnel Technician - Confidential	1/2	1.00	1.00	1.00	1.00
00865	or Senior Personnel Tech - Confidential	1/2				
00938	Supervising Admin Clerk I - Confidential		1.00	1.00	1.00	1.00
	Subtotal		19.00	20.00	19.00	19.00
	Limited Permanent					
00864	Personnel Analyst III		0.00	0.00	1.00	1.00
	Department Totals		19.00	20.00	20.00	20.00
2180	GENERAL SERVICES					
00905	Accountant I					
00906	or Accountant II					
00907	or Accountant III		2.00	2.00	2.00	2.00
00914	Accounting Technician		1.00	1.00	1.00	1.00
02203	Administrative Assistant Series		3.00	3.00	3.00	3.00
02203	Administrative Assistant Series	1/2	1.50	1.50	1.50	1.50
08891	Administrative Services Officer I					
08892	or Administrative Services Officer II					
08893	or Administrative Services Officer III		1.00	1.00	1.00	1.00
00620	Architectural Supervisor		1.00	1.00	1.00	1.00
00624	Architectural Technician		1.00	1.00	1.00	1.00
00609	Property Management Aide					
00622	or Assistant Real Property Agent		1.00	1.00	1.00	1.00
00623	or Associate Real Property Agent		2.00	2.00	2.00	2.00
01301	Building Maintenance Superintendant		1.00	1.00	1.00	1.00
01304	Buildings Facilities Manager		1.00	1.00	1.00	1.00
00922	Buyer					
02181	Buyer I					
02182	or Buyer II		4.00	4.00	4.00	4.00
00635	Capital Projects Inspector		1.00	1.00	1.00	1.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2003-04 Request	2003-04 Recommended	2003-04 Adopted
2180	GENERAL SERVICES CONTINUED					
00240	Central Services Manager		1.00	0.00	0.00	0.00
01335	Custodian		23.00	26.00	26.00	26.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		1.00	1.00	1.00	1.00
00854	Deputy Director of General Services		1.00	1.00	1.00	1.00
01314	Facilities Maintenance Mechanic I					
01316	or Facilities Maintenance Mechanic II					
01315	or Facilities Maintenance Mechanic III		16.00	18.00	18.00	18.00
00247	General Services Administrator		1.00	1.00	1.00	1.00
00248	General Services Director		1.00	1.00	1.00	1.00
01319	Groundskeeper		2.00	2.00	2.00	2.00
01334	Lead Custodian		2.00	2.00	2.00	2.00
01317	Locksmith-Maintenance Worker		2.00	2.00	2.00	2.00
01307	Maintenance Painter I					
01308	or Maintenance Painter II		3.00	3.00	3.00	3.00
01210	Park Ranger Specialist		1.00	1.00	1.00	1.00
00614	Property Manager		1.00	1.00	1.00	1.00
01125	Purchasing Technician	1/2	0.50	0.50	0.50	0.50
00909	Senior Account Clerk		3.00	3.00	3.00	3.00
00613	Assistant Capital Projects Coordinator					
00615	or Associate Capital Projects Coordinator		6.00	6.00	6.00	6.00
00619	or Senior Capital Projects Coordinator		5.00	5.00	5.00	5.00
01321	Senior Storekeeper		1.00	1.00	1.00	1.00
01338	Stock Clerk		1.00	1.00	1.00	1.00
00927	Supervising Admin Clerk I		1.00	0.00	1.00	1.00
00928	Supervising Admin Clerk II		0.00	1.00	0.00	0.00
00939	Supervising Admin Clerk II - Confidential		1.00	1.00	1.00	1.00
09644	Supervising Buyer		0.00	1.00	1.00	1.00
01323	Supervising Custodial Leadworker		2.00	2.00	2.00	2.00
01318	Supervising Facility Maintenance Mechanic		3.00	3.00	3.00	3.00
02180	Utility Coordinator		1.00	1.00	1.00	1.00
	Department Totals		100.00	105.00	105.00	105.00
2250	INFORMATION TECHNOLOGY DEPARTMENT					
00914	Accounting Technician		1.00	1.00	1.00	1.00
00913	Accounting Technician - Confidential		1.00	1.00	1.00	1.00
02203	Administrative Assistant Series		1.00	1.00	1.00	1.00
08891	Administrative Services Officer I					
08892	or Administrative Services Officer II		1.00	1.00	1.00	1.00
08893	or Administrative Services Officer III		1.00	1.00	1.00	1.00
02250	Chief Information Officer		1.00	0.00	1.00	1.00
09679	Communications Aide		1.00	1.00	1.00	1.00
09677	Communications Manager		1.00	1.00	1.00	1.00
00959	Communications Technician I		1.00	1.00	1.00	1.00
00958	or Communications Technician II		3.00	3.00	3.00	3.00
01715	Computer Oper Supervisor - Confidential		1.00	1.00	1.00	1.00
00970	Computer Systems Tech Aide - Confidential					
00987	or Computer Systems Tech I - Confidential					
00988	or Computer Systems Tech II - Confidential					
01989	or Computer Systems Tech III - Confidential		8.00	8.00	8.00	8.00
08896	Data Center Manager					
08895	Data Processing Project Supervisor		4.00	5.00	5.00	5.00
02010	Department Personnel Technician	1/2	0.50	0.50	0.50	0.50
08905	Departmental Automation Program Supervisor		1.00	1.00	1.00	1.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		4.00	3.00	3.00	3.00
08903	Departmental Automation Specialist I	1/2				
08904	or Departmental Automation Specialist II	1/2				
08906	or Departmental Automation Specialist III	1/2				
02251	Deputy Chief Information Officer		1.00	1.00	1.00	1.00
00859	Director of Information Services					
02252	Information Technology Manager		2.00	2.00	2.00	2.00
00979	Microcomputer Technician I					
00980	or Microcomputer Technician II		2.00	2.00	2.00	2.00
01711	Network Hardware Specialist I					
01712	or Network Hardware Specialist II		2.00	2.00	2.00	2.00
08900	Office Automation Manager					
00925	Secretary - Confidential					
00883	Secretary I		1.00	1.00	1.00	1.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2003-04 Request	2003-04 Recommended	2003-04 Adopted
2250	INFORMATION TECHNOLOGY DEPARTMENT CONTINUED					
00911	Account Clerk	1/2	0.50	0.50	0.50	0.50
00909	or Senior Account Clerk	1/2				
00969	Senior Communications Technician		1.00	1.00	1.00	1.00
01714	Senior Computer Sys Tech - Confidential		2.00	2.00	2.00	2.00
00972	Senior Microcomputer Technician		1.00	1.00	1.00	1.00
00975	Programmer - Confidential					
00974	or Programmer Analyst I					
00973	or Programmer Analyst II					
00995	or Senior Programmer Analyst		22.00	27.00	27.00	27.00
00975	Programmer - Confidential	1/2				
00974	or Programmer Analyst I	1/2				
00973	or Programmer Analyst II	1/2				
00995	or Senior Programmer Analyst	1/2	0.50	0.50	0.50	0.50
00966	Senior Systems Analyst		1.00	1.00	1.00	1.00
00978	Senior Systems Software Specialist		2.00	2.00	2.00	2.00
00898	Supervising Accounting Tech - Confidential		1.00	1.00	1.00	1.00
00963	Systems Analyst					
00964	or Systems Analyst I					
00965	or Systems Analyst II		4.00	4.00	4.00	4.00
00997	Systems Software Specialist					
00998	or Systems Software Specialist I					
00999	or Systems Software Specialist II		8.00	8.00	8.00	8.00
08897	Systems and Programming Manager					
00961	Telephone Systems Coordinator		1.00	1.00	1.00	1.00
00961	Telephone Systems Coordinator	1/2	0.50	0.50	0.50	0.50
	Subtotal		83.00	87.00	88.00	88.00
	Contract Positions					
	Chief Information Officer		0.00	1.00	0.00	0.00
	Department Totals		83.00	88.00	88.00	88.00
2270	REPROGRAPHICS ISF					
01000	Reprographics Leadworker		1.00	1.00	1.00	1.00
00996	Reprographics Technician I					
00992	or Reprographics Technician II					
00994	or Reprographics Technician III		3.00	3.00	3.00	3.00
	Department Totals		4.00	4.00	4.00	4.00
2300	GARAGE ISF					
01326	Automotive Garage Manager					
09653	Automotive Mechanic I					
09654	or Automotive Mechanic II		5.00	5.00	5.00	5.00
01328	Automotive Service Worker		2.00	2.00	2.00	2.00
01121	Equipment Mechanic I					
01120	or Equipment Mechanic II		3.00	3.00	3.00	3.00
01123	Equipment Service Worker		1.00	1.00	1.00	1.00
02300	Fleet Manager		1.00	1.00	1.00	1.00
02301	Fleet Shop Supervisor		1.00	1.00	1.00	1.00
01325	Supervising Automotive Mechanic					
	Department Totals		13.00	13.00	13.00	13.00
2340	RISK MANAGEMENT					
02223	Administrative Assistant Confidential Series		1.00	1.00	1.00	1.00
02213	Confidential Assistant Series					
08886	Principal Administrative Analyst		1.00	1.00	1.00	1.00
09657	Risk Management Analyst I					
09658	or Risk Management Analyst II					
09663	or Risk Management Analyst III		2.00	2.00	2.00	2.00
	Department Totals		4.00	4.00	4.00	4.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2003-04 Request	2003-04 Recommended	2003-04 Adopted
2509	CLERK/RECORDER					
08891	Administrative Services Officer I		1.00	1.00	1.00	1.00
02555	Chief Deputy Clk of Bd/Co Clk Div		1.00	1.00	1.00	1.00
02556	Chief Deputy Recording Division		1.00	1.00	1.00	1.00
02203	Administrative Assistant Series					
02552	or Clerk-Recorder Assistant II		10.00	10.00	10.00	10.00
02553	or Clerk-Recorder Assistant III		3.00	3.00	3.00	3.00
02203	Administrative Assistant Series	1/4				
02552	or Clerk-Recorder Assistant II	1/4	0.25	0.25	0.25	0.25
02553	or Clerk-Recorder Assistant III	1/4				
02554	Clerk-Recorder Assistant IV		3.00	3.00	3.00	3.00
00108	County Clerk-Recorder		1.00	1.00	1.00	1.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		1.00	1.00	1.00	1.00
08903	Departmental Automation Specialist I	1/2	0.00	0.50	0.00	0.00
08904	or Departmental Automation Specialist II	1/2				
08906	or Departmental Automation Specialist III	1/2				
00719	Deputy Registrar of Voters		1.00	1.00	1.00	1.00
	Department Totals		22.25	22.75	22.25	22.25
2560	DISTRICT ATTORNEY					
02203	Administrative Assistant Series		3.00	3.00	3.00	3.00
08891	Administrative Services Officer I	3/4				
08892	or Administrative Services Officer II	3/4				
08893	or Administrative Services Officer III	3/4	0.75	0.75	0.75	0.75
08891	Administrative Services Officer I	1/2				
08892	or Administrative Services Officer II	1/2				
08893	or Administrative Services Officer III	1/2	0.50	0.50	0.50	0.50
09648	Chief District Attorney Investigator		1.00	1.00	1.00	1.00
00214	Chief Prosecutor		1.00	1.00	1.00	1.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		1.00	1.00	1.00	1.00
00308	Deputy District Attorney I					
00309	or Deputy District Attorney II					
00311	or Deputy District Attorney III					
00314	or Deputy District Attorney IV		30.00	30.00	30.00	30.00
00105	District Attorney		1.00	1.00	1.00	1.00
09645	District Attorney Investigator I					
09646	or District Attorney Investigator II					
09647	or District Attorney Investigator III		13.00	13.00	13.00	13.00
00380	Economic Crime Officer I					
00381	or Economic Crime Officer II					
00382	or Economic Crime Officer III		2.00	2.00	2.00	2.00
00383	Economic Crime Technician I					
00384	or Economic Crime Technician II		3.00	3.00	3.00	3.00
00356	Economic Crime Unit Coordinator		1.00	1.00	1.00	1.00
00860	Legal Assistant		2.00	2.00	2.00	2.00
02203	Administrative Assistant Series					
09602	or Legal Clerk II		12.00	12.00	12.00	12.00
09603	or Legal Clerk III		3.00	3.00	3.00	3.00
00299	Principal Deputy District Attorney		1.00	1.00	1.00	1.00
00909	Senior Account Clerk		1.00	1.00	1.00	1.00
01536	Social Worker I					
01532	or Social Worker II					
01524	or Social Worker III					
01519	or Social Worker IV		2.00	2.00	2.00	2.00
09675	Supervising District Attorney Investigator		2.00	2.00	2.00	2.00
09609	Supervising Legal Clerk - Confidential		1.00	1.00	1.00	1.00
	Subtotal		81.25	81.25	81.25	81.25
	Limited Permanent					
00860	Legal Assistant		1.00	1.00	1.00	1.00
	Department Totals		82.25	82.25	82.25	82.25

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2003-04 Request	2003-04 Recommended	2003-04 Adopted
2561	CHILD SUPPORT SERVICES					
02203	Administrative Assistant Series		2.00	0.00	0.00	0.00
08891	Administrative Services Officer I					
08892	or Administrative Services Officer II					
08893	or Administrative Services Officer III		1.00	1.00	1.00	1.00
00389	Child Support Ombudsperson		1.00	1.00	1.00	1.00
00388	Child Support Program Manager		1.00	1.00	1.00	1.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		1.00	1.00	1.00	1.00
00256	Director of Child Support Services		1.00	1.00	1.00	1.00
09621	Family Support Officer I					
09622	or Family Support Officer II					
09682	or Family Support Officer III		17.00	17.00	17.00	17.00
09621	Family Support Officer I	1/2				
09622	or Family Support Officer II	1/2				
09682	or Family Support Officer III	1/2	1.00	1.00	1.00	1.00
02203	Administrative Assistant Series					
09602	or Legal Clerk II		20.00	19.00	19.00	19.00
09603	or Legal Clerk III		2.00	2.00	2.00	2.00
02203	Administrative Assistant Series	1/2				
09602	or Legal Clerk II	1/2	2.00	2.00	2.00	2.00
09603	or Legal Clerk III	1/2				
09683	Supervising Family Support Officer		2.00	2.00	2.00	2.00
09604	Supervising Legal Clerk		2.00	2.00	2.00	2.00
00963	Systems Analyst					
00964	or Systems Analyst I					
00965	or Systems Analyst II		1.00	1.00	1.00	1.00
	Department Totals		54.00	51.00	51.00	51.00
2562	VICTIM/WITNESS ASSISTANCE					
02203	Administrative Assistant Series		1.00	1.00	1.00	1.00
02203	Administrative Assistant Series	1/2	1.00	1.00	1.00	1.00
09620	Senior Victim/Witness Coordinator		2.00	2.00	2.00	2.00
09614	Victim/Witness Assistance Coordinator Aide					
09634	or Victim/Witness Assistance Coordinator I		2.00	2.00	2.00	2.00
09637	or Victim/Witness Assistance Coordinator II		6.00	6.00	6.00	6.00
09614	Victim/Witness Assistance Coordinator Aide	1/2				
09634	or Victim/Witness Assistance Coordinator I	1/2				
09637	or Victim/Witness Assistance Coordinator II	1/2	1.00	1.00	1.00	1.00
09636	Victim/Witness Assistance Supervisor		1.00	1.00	1.00	1.00
	Subtotal		14.00	14.00	14.00	14.00
	Limited Permanent					
09614	Victim/Witness Assistance Coordinator Aide					
09634	or Victim/Witness Assistance Coordinator I		1.00	1.00	1.00	1.00
09637	or Victim/Witness Assistance Coordinator II					
	Department Totals		15.00	15.00	15.00	15.00
2570	GRAND JURY					
02203	Administrative Assistant Series	1/2	0.50	0.50	0.50	0.50
	Department Totals		0.50	0.50	0.50	0.50
2590	SHERIFF-CORONER					
00911	Account Clerk		1.00	1.00	0.00	0.00
00914	Accounting Technician		1.00	1.00	1.00	1.00
08891	Administrative Services Officer I					
08892	or Administrative Services Officer II		3.00	3.00	3.00	3.00
08893	or Administrative Services Officer III		1.00	1.00	1.00	1.00
00341	CAL-ID Program Coordinator		1.00	1.00	1.00	1.00
00332	Captain		2.00	2.00	2.00	2.00
01341	Cook I					
01340	or Cook II					
01350	or Cook III		6.00	6.00	6.00	6.00
00346	Correctional Technician		29.00	29.00	29.00	29.00
00350	Crime Prevention Specialist		2.00	2.00	2.00	2.00
02011	Department Personnel Technician - Conf.		1.00	1.00	1.00	1.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2003-04 Request	2003-04 Recommended	2003-04 Adopted
2590	SHERIFF-CORONER CONTINUED					
00339	Sheriff's Cadet					
00338	or Deputy Sheriff		91.00	91.00	91.00	91.00
00354	Food Service Supervisor - Corrections		1.00	1.00	1.00	1.00
02203	Administrative Assistant Series					
09602	or Legal Clerk II		25.00	25.00	26.00	26.00
09603	or Legal Clerk III		2.00	2.00	2.00	2.00
02203	Administrative Assistant Series	1/2				
09602	or Legal Clerk II	1/2	1.00	1.00	1.00	1.00
09603	or Legal Clerk III	1/2				
00334	Lieutenant		7.00	7.00	7.00	7.00
00979	Microcomputer Technician I		1.00	1.00	1.00	1.00
00909	Senior Account Clerk		3.00	2.00	3.00	3.00
00336	Sergeant		17.00	17.00	17.00	17.00
00351	Sheriff's Automation Analyst		1.00	1.00	1.00	1.00
00352	Sheriff's Automation Supervisor		1.00	1.00	1.00	1.00
00331	Sheriff's Chief Deputy		2.00	2.00	2.00	2.00
00357	Sheriff's Correctional Lieutenant		3.00	3.00	3.00	3.00
00347	Sheriff's Correctional Officer		91.00	91.00	91.00	91.00
00335	Sheriff's Correctional Sergeant		12.00	12.00	12.00	12.00
00342	Sheriff's Dispatcher		12.00	12.00	12.00	12.00
05000	Sheriff's Dispatcher Supervisor		1.00	1.00	1.00	1.00
00348	Sheriff's Property Officer		2.00	2.00	2.00	2.00
00345	Sheriff's Senior Correctional Officer		15.00	15.00	15.00	15.00
00340	Sheriff's Senior Deputy		32.00	32.00	32.00	32.00
00343	Sheriff's Senior Dispatcher		3.00	3.00	3.00	3.00
02591	Sheriff's Systems Coordinator		1.00	1.00	1.00	1.00
00107	Sheriff-Coroner		1.00	1.00	1.00	1.00
01331	Storekeeper II		1.00	1.00	.00	1.00
	Subtotal		373.00	372.00	373.00	373.00
	Limited Permanent					
00338	Deputy Sheriff		6.00	6.00	6.00	6.00
00336	Sergeant		1.00	1.00	1.00	1.00
	Department Totals		380.00	379.00	380.00	380.00
2660	PROBATION DEPARTMENT					
00911	Account Clerk		5.00	5.00	5.00	5.00
00905	Accountant I					
00906	or Accountant II		1.00	1.00	1.00	1.00
00907	or Accountant III					
02203	Administrative Assistant Series		4.00	4.00	4.00	4.00
08891	Administrative Services Officer I		1.00	1.00	1.00	1.00
08892	Administrative Services Officer II		0.00	1.00	1.00	1.00
08893	Administrative Services Officer III		1.00	1.00	1.00	1.00
00213	Chief Probation Officer		1.00	1.00	1.00	1.00
03501	Collections Officer I					
03502	or Collections Officer II		3.00	3.00	3.00	3.00
01341	Cook I					
01340	or Cook II					
01350	or Cook III		3.00	3.00	3.00	3.00
00346	Correctional Technician		4.00	4.00	4.00	4.00
00346	Correctional Technician	3/4	0.75	0.75	0.75	0.75
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		1.00	1.00	1.00	1.00
00319	Deputy Chief Probation Officer		1.00	1.00	1.00	1.00
00324	Deputy Probation Officer I					
00323	or Deputy Probation Officer II		48.00	48.00	48.00	48.00
00324	Deputy Probation Officer I	1/2				
00323	or Deputy Probation Officer II	1/2	0.50	0.50	0.50	0.50
00370	Juvenile Services Officer I					
00371	or Juvenile Services Officer II		22.00	22.00	22.00	22.00
00372	Juvenile Services Officer III		5.00	5.00	5.00	5.00
02203	Administrative Assistant Series					
09602	or Legal Clerk II		10.00	10.00	10.00	10.00
09603	or Legal Clerk III		2.00	2.00	2.00	2.00
02203	Administrative Assistant Series	1/2				
09602	or Legal Clerk II	1/2	1.00	1.00	1.00	1.00
09603	or Legal Clerk III	/2				
00326	Probation Assistant		2.00	2.00	2.00	2.00
00320	Probation Division Manager		5.00	5.00	5.00	5.00
00909	Senior Account Clerk		1.00	1.00	1.00	1.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2003-04 Request	2003-04 Recommended	2003-04 Adopted
2660	PROBATION DEPARTMENT CONTINUED					
00939	Supervising Admin Clerk II - Confidential		1.00	1.00	1.00	1.00
95500	Supervising Collection Officer		0.00	1.00	0.00	0.00
00373	Supervising Deputy Probation Officer		11.00	11.00	11.00	11.00
02660	Supervising Juvenile Services Officer		4.00	4.00	4.00	4.00
	Subtotal		138.25	140.25	139.25	139.25
	Limited Permanent					
00911	Account Clerk		1.00	2.00	2.00	2.00
02203	Administrative Assistant Series	1/2	0.50	1.00	1.00	1.00
03501	Collections Officer I		0.00	1.00	1.00	1.00
03502	or Collections Officer II					
00324	Deputy Probation Officer I					
00323	or Deputy Probation Officer II		5.00	6.00	6.00	6.00
00324	Deputy Probation Officer I	1/2				
00323	or Deputy Probation Officer II	1/2	0.50	0.50	0.50	0.50
02203	Administrative Assistant Series					
09602	or Legal Clerk II		1.00	1.00	1.00	1.00
09603	or Legal Clerk III					
00326	Probation Assistant		3.00	3.00	3.00	3.00
00373	Supervising Deputy Probation Officer		2.00	2.00	2.00	2.00
	Department Totals		151.25	156.75	155.75	155.75
2730	AGRICULTURAL COMMISSIONER					
02203	Administrative Assistant Series		4.00	4.00	4.00	4.00
02203	Administrative Assistant Series	1/2	0.50	0.50	0.50	0.50
08891	Administrative Services Officer I		0.00	1.00	1.00	1.00
08892	or Administrative Services Officer II					
08893	or Administrative Services Officer III					
00201	Ag Commissioner/Sealer of Weights & Measures		1.00	1.00	1.00	1.00
00791	Agricultural/Measurement Standards Tech I					
00792	or Agricultural/Measurement Standards Tech II		8.00	8.00	8.00	8.00
00791	Agricultural/Measurement Standards Tech I	1/2				
00792	or Agricultural/Measurement Standards Tech II	1/2	0.50	0.50	0.50	0.50
00801	Assistant Agricultural Commissioner		1.00	1.00	1.00	1.00
00823	Chief Deputy Sealer of Weights & Measures		1.00	1.00	1.00	1.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		2.00	2.00	2.00	2.00
00816	Agricultural Inspector/Biologist Trainee					
00817	or Agricultural Inspector/Biologist I					
00818	or Agricultural Inspector/Biologist II					
00819	or Agricultural Inspector/Biologist III		15.00	15.00	15.00	15.00
00804	or Deputy Agricultural Commissioner		4.00	4.00	4.00	4.00
00816	Agricultural Inspector/Biologist Trainee	1/2				
00817	or Agricultural Inspector/Biologist I	1/2				
00818	or Agricultural Inspector/Biologist II	1/2				
00819	or Agricultural Inspector/Biologist III	1/2	2.00	2.00	2.00	2.00
00804	or Deputy Agricultural Commissioner	1/2				
02803	Environmental Resource Specialist		0.00	1.00	1.00	1.00
00881	Environmental Specialist I					
00882	or Environmental Specialist II		1.00	0.00	0.00	0.00
02800	or Planner I					
02801	or Planner II					
02802	or Planner III					
02804	or Principal Environmental Specialist					
00927	Supervising Admin Clerk I		1.00	0.00	0.00	0.00
00826	Weights & Measures Inspector Trainee					
00824	or Weights & Measures Inspector I					
00821	or Weights & Measures Inspector II					
00825	or Weights & Measures Inspector III		3.00	3.00	3.00	3.00
	Subtotal		44.00	44.00	44.00	44.00
	Limited Permanent					
00791	Agricultural/Measurement Standards Tech I					
00792	or Agricultural/Measurement Standards Tech II		1.00	1.00	1.00	1.00
00816	Agricultural Inspector/Biologist Trainee					
00817	or Agricultural Inspector/Biologist I					
00818	or Agricultural Inspector/Biologist II					
00819	or Agricultural Inspector/Biologist III		1.00	1.00	1.00	1.00
00804	or Deputy Agricultural Commissioner					
	Department Totals		46.00	46.00	46.00	46.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2003-04 Request	2003-04 Recommended	2003-04 Adopted
2790	EMERGENCY SERVICES					
02223	Administrative Assistant Confidential Series	1/2	0.50	0.50	0.50	0.50
02213	Confidential Assistant Series	1/2				
00844	Emergency Services Coordinator I					
00845	or Emergency Services Coordinator II		1.00	0.00	0.00	0.00
00846	or Emergency Services Coordinator III		3.00	4.00	4.00	4.00
	Subtotal		4.50	4.50	4.50	4.50
	Limited Permanent					
00844	Emergency Services Coordinator I	3/4				
00845	or Emergency Services Coordinator II	3/4	0.75	0.00	0.00	0.00
00846	or Emergency Services Coordinator III	3/4	0.00	0.75	0.75	0.75
	Department Totals		5.25	5.25	5.25	5.25
2800	PLANNING & BUILDING DEPARTMENT					
00905	Accountant I					
00906	or Accountant II					
00907	or Accountant III		1.00	1.00	1.00	1.00
00914	Accounting Technician		2.00	2.00	2.00	2.00
00913	or Accounting Technician - Confidential					
02203	Administrative Assistant Series		13.00	13.00	13.00	13.00
08891	Administrative Services Officer I					
08892	or Administrative Services Officer II					
08893	or Administrative Services Officer III		1.00	1.00	1.00	1.00
00654	Assistant Planning Director		1.00	1.00	1.00	1.00
01601	Building Inspector I					
01602	or Building Inspector II		1.00	0.00	0.00	0.00
01603	or Building Inspector III		10.00	11.00	11.00	11.00
01701	Building Plans Examiner I		2.00	2.00	0.00	0.00
01702	or Building Plans Examiner II					
01703	or Building Plans Examiner III		4.00	4.00	6.00	6.00
00629	Chief Building Official		1.00	1.00	1.00	1.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		2.00	2.00	2.00	2.00
00237	Director of Planning/Building		1.00	1.00	1.00	1.00
00877	Environmental Quality Coord		1.00	1.00	1.00	1.00
01620	Mapping/Graphics Systems Specialist I					
01621	or Mapping/Graphics Systems Specialist II		1.00	0.00	0.00	0.00
01622	or Mapping/Graphics Systems Specialist III		1.00	3.00	2.00	2.00
02805	Permit Technician		4.00	4.00	4.00	4.00
01705	Principal Building Inspector		1.00	1.00	1.00	1.00
01706	Principal Building Plans Examiner		1.00	1.00	1.00	1.00
00881	Environmental Specialist I					
00882	or Environmental Specialist II					
02800	or Planner I					
02801	or Planner II					
02802	or Planner III		17.00	23.00	17.00	17.00
02803	or Environmental Resource Specialist		7.00	1.00	7.00	7.00
02804	or Principal Environmental Specialist		1.00	1.00	1.00	1.00
00602	Principal Planner		3.00	3.00	3.00	3.00
01708	Resource Protection Specialist I					
01709	or Resource Protection Specialist II		5.00	5.00	5.00	5.00
01710	or Resource Protection Specialist III		1.00	1.00	1.00	1.00
00883	Secretary I		3.00	3.00	3.00	3.00
00603	Senior Planner		9.00	9.00	9.00	9.00
00899	Supervising Accounting Technician		1.00	1.00	1.00	1.00
00939	Supervising Admin Clerk II - Confidential		1.00	1.00	1.00	1.00
01600	Supervising Building Inspector		2.00	2.00	2.00	2.00
01700	Supervising Building Plans Examiner		1.00	1.00	1.00	1.00
01707	Supervising Planner		6.00	6.00	6.00	6.00
01623	Supv Mapping/Graphics Systems Specialist		1.00	1.00	1.00	1.00
00963	Systems Analyst					
00964	or Systems Analyst I					
00965	or Systems Analyst II		1.00	1.00	1.00	1.00
	Subtotal		107.00	108.00	107.00	107.00
	Limited Permanent					
01701	Building Plans Examiner I					
01702	or Building Plans Examiner II		0.00	1.00	1.00	1.00
01703	or Building Plans Examiner III					

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2003-04 Request	2003-04 Recommended	2003-04 Adopted
2800	PLANNING & BUILDING DEPARTMENT					
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II		0.00	1.00	1.00	1.00
08906	or Departmental Automation Specialist III					
00881	Environmental Specialist I					
00882	or Environmental Specialist II					
02800	or Planner I					
02801	or Planner II					
02802	or Planner III					
02803	or Environmental Resource Specialist		0.00	1.00	1.00	1.00
02804	or Principal Environmental Specialist					
00603	Senior Planner		0.00	1.00	1.00	1.00
	Subtotal		107.00	112.00	111.00	111.00
	Contract Positions					
	Environmental Specialist II	1/2	0.50	0.50	0.50	0.50
	Department Totals		107.50	112.50	111.50	111.50
2840	ANIMAL SERVICES					
02203	Administrative Assistant Series		5.00	5.00	5.00	5.00
08891	Administrative Services Officer I					
08892	or Administrative Services Officer II		1.00	1.00	1.00	1.00
08893	or Administrative Services Officer III					
01422	Animal Control Lead Officer		2.00	2.00	2.00	2.00
01417	Animal Control Officer		7.00	7.00	7.00	7.00
00219	Animal Services Humane Educator	1/2	0.50	0.50	0.50	0.50
01410	Animal Services Manager (Non-Vet)					
01411	or Animal Services Manager (Vet)		1.00	1.00	1.00	1.00
08903	Departmental Automation Specialist I		0.00	1.00	1.00	1.00
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		1.00	0.00	0.00	0.00
01420	Kennel Worker		2.00	2.00	2.00	2.00
01420	Kennel Worker	1/2	0.50	0.50	0.50	0.50
00927	Supervising Admin Clerk I		1.00	1.00	1.00	1.00
	Department Totals		21.00	21.00	21.00	21.00
2900	PUBLIC WORKS - ISF					
00911	Account Clerk		1.00	1.00	1.00	1.00
00905	Accountant I					
00906	or Accountant II					
00907	or Accountant III		3.00	3.00	3.00	3.00
00914	Accounting Technician		2.00	2.00	2.00	2.00
02203	Administrative Assistant Series		3.00	3.00	3.00	3.00
08891	Administrative Services Officer I					
08892	or Administrative Services Officer II					
08893	or Administrative Services Officer III		3.00	3.00	3.00	3.00
08891	Administrative Services Officer I	1/2				
08892	or Administrative Services Officer II	1/2				
08893	or Administrative Services Officer III	1/2	1.00	1.00	1.00	1.00
09624	Assistant Water Systems Superintendent		1.00	1.00	1.00	1.00
00609	Property Management Aide					
00622	or Assistant Real Property Agent					
00623	or Associate Real Property Agent		1.00	1.00	1.00	1.00
01327	Bus Driver		1.00	1.00	1.00	1.00
01327	Bus Driver	1/2	3.50	3.50	3.50	3.50
02901	Chief Water Treatment Plant Operator-Grade 3		1.00	1.00	1.00	1.00
02902	Chief Water Treatment Plant Operator-Grade 4		1.00	1.00	1.00	1.00
02903	Civil Engineering Technician Aide					
00648	or Civil Engineer Technician I					
00650	or Civil Engineer Technician II					
00652	or Civil Engineer Technician III		15.00	15.00	15.00	15.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		2.00	2.00	2.00	2.00
00662	Deputy Director-Admin-Dept of Public Wrks/T		1.00	1.00	1.00	1.00
00663	Deputy Director-Eng Svcs-Dept of Public Wks/T		1.00	1.00	1.00	1.00
00245	Director of Public Works and Transportation		1.00	1.00	1.00	1.00
00641	Engineer I					
00640	or Engineer II					
00634	or Engineer III		18.00	20.00	20.00	20.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2003-04 Request	2003-04 Recommended	2003-04 Adopted
00633	Engineer IV		10.00	10.00	10.00	10.00
00651	Engineering Administrator					
01124	Engineering Equipment Manager		1.00	1.00	1.00	1.00
02904	Environmental Division Manager		1.00	1.00	1.00	1.00
01121	Equipment Mechanic I					
01120	or Equipment Mechanic II					
01123	Equipment Service Worker					
00655	Franchise Administrator I					
00656	or Franchise Administrator II					
00657	or Franchise Administrator III		1.00	1.00	1.00	1.00
00659	Franchise Program Tech I					
00660	or Franchise Program Tech II		1.00	1.00	1.00	1.00
09680	Hydraulic Operations Administrator III		1.00	1.00	1.00	1.00
00881	Environmental Specialist I					
00882	or Environmental Specialist II					
02800	or Planner I					
02801	or Planner II					
02802	or Planner III					
02803	or Environmental Resource Specialist		5.00	5.00	5.00	5.00
02804	or Principal Environmental Specialist					
02906	Public Works Administrator		2.00	2.00	2.00	2.00
01115	Public Works Leadworker		9.00	9.00	9.00	9.00
01112	Public Works Section Supervisor		6.00	6.00	6.00	6.00
01105	Public Works Worker I					
01117	or Public Works Worker II					
01119	or Public Works Worker III		39.00	39.00	39.00	39.00
01103	Public Works Worker IV		15.00	15.00	15.00	15.00
00642	Right-of-Way Agent		1.00	1.00	1.00	1.00
00632	Engineer V		4.00	4.00	4.00	4.00
00661	or Road Maintenance Superintendent		1.00	1.00	1.00	1.00
00909	Senior Account Clerk		4.00	4.00	4.00	4.00
01321	Senior Storekeeper		1.00	1.00	1.00	1.00
09613	Senior Water Systems Chemist		1.00	1.00	1.00	1.00
00610	Solid Waste Coordinator I					
00611	or Solid Waste Coordinator II					
00612	or Solid Waste Coordinator III		1.00	1.00	1.00	1.00
01336	Storekeeper I					
00927	Supervising Admin Clerk I		1.00	1.00	1.00	1.00
00939	Supervising Admin Clerk II - Confidential		1.00	1.00	1.00	1.00
09678	Transit Systems Supervisor		1.00	1.00	1.00	1.00
00665	Utilities Division Manager		1.00	1.00	1.00	1.00
09619	Water Quality Manager		1.00	1.00	1.00	1.00
09617	Water Systems Chemist I					
09618	or Water Systems Chemist II		4.00	4.00	4.00	4.00
09615	Water Systems Lab Tech I					
09616	or Water Systems Lab Tech II		3.00	3.00	3.00	3.00
09623	Water Systems Superintendent		2.00	2.00	2.00	2.00
09629	Water Systems Worker Trainee					
09628	or Water Systems Worker I					
09627	or Water Systems Worker II					
09626	or Water Systems Worker III		13.00	13.00	13.00	13.00
09625	Water Systems Worker IV		1.00	1.00	1.00	1.00
	Subtotal		191.50	193.50	193.50	193.50
	Limited Permanent					
08893	Administrative Services Officer III		0.00	0.00	1.00	1.00
	Department Totals		191.50	193.50	194.50	194.50
2950	AIRPORTS ENTERPRISE					
00905	Accountant I					
00906	or Accountant II		0.00	1.00	0.00	0.00
00907	or Accountant III		1.00	0.00	1.00	1.00
00914	Accounting Technician		1.00	1.00	1.00	1.00
00913	or Accounting Technician - Confidential					
02203	Administrative Assistant Series	3/4	0.75	0.75	0.75	0.75
01406	Airport Maintenance Worker		2.00	4.00	4.00	4.00
01402	Airport Operation Specialist		1.00	1.00	1.00	1.00
01403	Airport Operations Supervisor		1.00	1.00	1.00	1.00
00852	Airports Manager		1.00	1.00	1.00	1.00
01401	Assistant Airports Manager		1.00	1.00	1.00	1.00
01335	Custodian		2.00	0.00	0.00	0.00
	Department Totals		10.75	10.75	10.75	10.75

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2003-04 Request	2003-04 Recommended	2003-04 Adopted
3000	PUBLIC HEALTH DEPARTMENT					
00914	Accounting Technician		2.00	3.00	3.00	3.00
00914	Accounting Technician	1/2	0.50	0.50	0.50	0.50
02203	Administrative Assistant Series		18.00	18.00	18.00	18.00
02203	Administrative Assistant Series	1/2	2.50	2.50	2.50	2.50
08891	Administrative Services Officer I		4.00	4.00	4.00	4.00
08892	or Administrative Services Officer II		2.00	2.00	2.00	2.00
08893	or Administrative Services Officer III					
09632	Communicable Disease Investigator		2.00	1.00	0.00	0.00
09632	Communicable Disease Investigator	3/4	0.00	0.75	1.50	1.50
09632	Communicable Disease Investigator	1/2	0.50	0.50	0.50	0.50
00410	Cross Connection Inspector		1.00	1.00	1.00	1.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		2.00	2.00	2.00	2.00
08401	Director of Environmental Health		1.00	1.00	1.00	1.00
00509	Director of Health Promotion Services		1.00	1.00	1.00	1.00
00412	Director of Public Health Nursing		1.00	1.00	1.00	1.00
03000	Director of Public Health/Health Officer		1.00	1.00	1.00	1.00
08413	Environmental Health Specialist I					
08414	or Environmental Health Specialist II					
08415	or Environmental Health Specialist III		13.00	13.00	13.00	13.00
08413	Environmental Health Specialist I	1/2				
08414	or Environmental Health Specialist II	1/2	0.50	0.50	0.00	0.00
08415	or Environmental Health Specialist III	1/2	0.00	0.00	0.50	0.50
00437	Epidemiologist		1.00	1.00	1.00	1.00
00536	Head Nurse		1.00	1.00	1.00	1.00
00226	Health Agency Administrator I		1.00	1.00	1.00	1.00
00227	or Health Agency Administrator II					
00228	or Health Agency Administrator III		2.00	2.00	2.00	2.00
00229	or Health Agency Administrator IV					
00221	Health Education Specialist		2.00	2.00	2.00	2.00
00447	Laboratory Assistant I					
00446	or Laboratory Assistant II		2.00	2.00	2.00	2.00
02203	Administrative Assistant Series					
09602	or Legal Clerk II					
09603	or Legal Clerk III		1.00	1.00	1.00	1.00
00543	Licensed Vocational Nurse		1.00	1.00	1.00	1.00
00420	Community Health Nurse					
00417	or Public Health Nurse					
00415	or Senior Community Health Nurse					
00421	or Senior Public Health Nurse					
00457	or Nurse Practitioner/Physician's Assistant		21.00	21.00	21.00	21.00
00420	Community Health Nurse	1/2				
00417	or Public Health Nurse	1/2				
00415	or Senior Community Health Nurse	1/2				
00421	or Senior Public Health Nurse	1/2				
00457	or Nurse Practitioner/Physician's Assistant	1/2	2.50	2.50	2.50	2.50
08538	Patient Services Representative		2.00	2.00	2.00	2.00
08538	Patient Services Representative	1/2	0.50	0.50	0.50	0.50
00575	Physical or Occupational Therapist Aide		3.00	3.00	3.00	3.00
00571	Physical or Occupational Therapist I					
00572	or Physical or Occupational Therapist II		1.00	1.00	1.00	1.00
00571	Physical or Occupational Therapist I	3/4				
00572	or Physical or Occupational Therapist II	3/4	0.75	0.75	0.75	0.75
00571	Physical or Occupational Therapist I	1/2				
00572	or Physical or Occupational Therapist II	1/2	2.50	2.50	2.50	2.50
00422	Public Health Aide I					
00423	or Public Health Aide II		10.00	10.00	10.00	10.00
00422	Public Health Aide I	1/2				
00423	or Public Health Aide II	1/2	1.50	1.50	1.50	1.50
00424	Public Health Aide III		1.00	1.00	1.00	1.00
00442	Public Health Microbiologist I					
00441	or Public Health Microbiologist II		2.00	2.00	2.00	2.00
00442	Public Health Microbiologist I	3/4				
00441	or Public Health Microbiologist II	3/4	0.75	0.75	0.75	0.75
00442	Public Health Microbiologist I	1/2				
00441	or Public Health Microbiologist II	1/2	1.00	1.00	1.00	1.00
01347	Public Health Nutritionist I		2.00	2.00	2.00	2.00
01347	Public Health Nutritionist I	1/2	1.50	1.50	1.50	1.50
01348	Public Health Nutritionist II		1.00	1.00	1.00	1.00
00886	Secretary I - Confidential		1.00	1.00	1.00	1.00
00909	Senior Account Clerk		4.00	3.00	3.00	3.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2003-04 Request	2003-04 Recommended	2003-04 Adopted
3000	PUBLIC HEALTH DEPARTMENT CONTINUED					
01536	Social Worker I					
01532	or Social Worker II		1.00	1.00	1.00	1.00
01524	or Social Worker III					
01519	or Social Worker IV		1.00	1.00	1.00	1.00
01536	Social Worker I	1/2				
01532	or Social Worker II	1/2				
01524	or Social Worker III	1/2				
01519	or Social Worker IV	1/2	2.00	2.00	2.00	2.00
01516	Social Worker Supervisor II		1.00	1.00	1.00	1.00
03001	Sr Physical or Occupational Therapist		1.00	1.00	1.00	1.00
00928	Supervising Admin Clerk II		1.00	0.00	0.00	0.00
08416	Supervising Environmental Health Specialist		3.00	3.00	3.00	3.00
00573	Supervising Physical or Occupational Ther		1.00	1.00	1.00	1.00
00573	Supervising Physical or Occupational Ther	3/4				
00573	Supervising Physical or Occupational Ther	1/2				
00444	Supervising Public Health Microbiologist		1.00	1.00	1.00	1.00
00414	Supervising Public Health Nurse		7.00	7.00	7.00	7.00
00414	Supervising Public Health Nurse	3/4	0.75	0.75	0.75	0.75
	Subtotal		141.75	140.50	140.25	140.25
	Limited Permanent					
02203	Administrative Assistant Series		6.00	5.00	6.00	6.00
02203	Administrative Assistant Series	1/2	0.50	1.00	1.00	1.00
08891	Administrative Services Officer I		2.00	1.00	1.00	1.00
08892	or Administrative Services Officer II					
08893	or Administrative Services Officer III					
08891	Administrative Services Officer I	1/2	0.00	0.50	0.50	0.50
08892	or Administrative Services Officer II	1/2				
08893	or Administrative Services Officer III	1/2				
00222	Aids Program Coordinator		1.00	1.00	1.00	1.00
09632	Communicable Disease Investigator	1/2	0.50	0.50	0.50	0.50
03002	Deputy County Health Officer	1/2	0.50	0.50	0.50	0.50
01539	Eligibility Technician I		0.00	1.00	0.00	0.00
01540	or Eligibility Technician II		1.00	0.00	1.00	1.00
01541	or Eligibility Technician III					
00844	Emergency Services Coordinator I					
00845	or Emergency Services Coordinator II					
00846	or Emergency Services Coordinator III		1.00	1.00	1.00	1.00
00872	Health Care Analyst		1.00	0.00	0.00	0.00
00872	Health Care Analyst	1/2	0.00	0.50	0.50	0.50
00221	Health Education Specialist		1.00	1.00	1.00	1.00
00420	Community Health Nurse					
00417	or Public Health Nurse					
00415	or Senior Community Health Nurse					
00421	or Senior Public Health Nurse					
00457	or Nurse Practitioner/Physician's Assistant		13.00	12.00	12.00	12.00
00420	Community Health Nurse	3/4				
00417	or Public Health Nurse	3/4				
00415	or Senior Community Health Nurse	3/4				
00421	or Senior Public Health Nurse	3/4				
00457	or Nurse Practitioner/Physician's Assistant	3/4	0.00	0.00	0.75	0.75
00420	Community Health Nurse	1/2				
00417	or Public Health Nurse	1/2				
00415	or Senior Community Health Nurse	1/2				
00421	or Senior Public Health Nurse	1/2				
00457	or Nurse Practitioner/Physician's Assistant	1/2	1.00	1.00	0.50	0.50
00420	Community Health Nurse	1/4				
00417	or Public Health Nurse	1/4				
00415	or Senior Community Health Nurse	1/4				
00421	or Senior Public Health Nurse	1/4				
00457	or Nurse Practitioner/Physician's Assistant	1/4	0.00	0.25	0.00	0.00
00442	Public Health Microbiologist I	1/2				
00441	or Public Health Microbiologist II	1/2	0.50	0.50	0.50	0.50
01347	Public Health Nutritionist I	3/4	0.75	0.75	0.75	0.75
01536	Social Worker I					
01532	or Social Worker II		1.00	0.00	0.00	0.00
01524	or Social Worker III					
01519	or Social Worker IV		1.00	1.00	1.00	1.00
00963	Systems Analyst	1/2				
00964	or Systems Analyst I	1/2				
00965	or Systems Analyst II	1/2	0.50	0.00	0.00	0.00
	Department Totals		174.00	169.00	169.75	169.75

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2003-04 Request	2003-04 Recommended	2003-04 Adopted
3070	MENTAL HEALTH					
00905	Accountant I					
00906	or Accountant II		1.00	1.00	1.00	1.00
00907	or Accountant III		1.00	0.00	0.00	0.00
00914	Accounting Technician		3.00	4.00	4.00	4.00
02203	Administrative Assistant Series		11.00	10.00	10.00	10.00
02203	Administrative Assistant Series	1/2	2.50	2.50	2.50	2.50
08891	Administrative Services Officer I					
08892	or Administrative Services Officer II		1.00	1.00	1.00	1.00
08893	or Administrative Services Officer III		3.00	3.00	3.00	3.00
08534	Assistant Mental Health Administrator		1.00	1.00	1.00	1.00
01335	Custodian	3/4	1.50	1.50	1.50	1.50
02010	Department Personnel Technician		1.00	1.00	1.00	1.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		4.00	3.00	3.00	3.00
03070	Director of Behavioral Health Services		1.00	1.00	1.00	1.00
00872	Health Care Analyst		1.00	1.00	1.00	1.00
09601	Legal Clerk I					
08532	Mental Health Administrator		1.00	1.00	1.00	1.00
08533	Mental Health Clinical Program Manager		3.00	3.00	3.00	3.00
00519	Mental Health Medical Director		1.00	1.00	1.00	1.00
08535	Mental Health Medical Records Supervisor		1.00	1.00	1.00	1.00
08568	Mental Health Pre-Licensed Nurse					
08570	or Mental Health Nurse Trainee					
08573	or Mental Health Nurse I					
08572	or Mental Health Nurse II		4.00	4.00	4.00	4.00
08571	or Mental Health Nurse III		3.00	3.00	3.00	3.00
08525	Mental Health Program Supervisor		7.00	7.00	7.00	7.00
08569	Mental Health Supervising Nurse		1.00	1.00	1.00	1.00
08529	Mental Health Therapist I					
08528	or Mental Health Therapist II					
08527	or Mental Health Therapist III					
08526	or Mental Health Therapist IV		71.00	67.00	67.00	69.00
08529	Mental Health Therapist I	3/4				
08528	or Mental Health Therapist II	3/4				
08527	or Mental Health Therapist III	3/4				
08526	or Mental Health Therapist IV	3/4	1.50	1.50	1.50	1.50
08529	Mental Health Therapist I	1/2				
08528	or Mental Health Therapist II	1/2				
08527	or Mental Health Therapist III	1/2				
08526	or Mental Health Therapist IV	1/2	4.50	3.50	3.50	3.50
08576	Mental Health Worker Aide		1.00	1.00	1.00	1.00
08575	or Mental Health Worker I					
08574	or Mental Health Worker II		1.00	1.00	1.00	1.00
00525	Psychologist		4.00	4.00	4.00	4.00
00525	Psychologist	1/2				
00525	Psychologist	1/4	0.25	0.00	0.00	0.00
00883	Secretary I		1.00	1.00	1.00	1.00
00911	Account Clerk					
00909	or Senior Account Clerk		2.00	1.00	1.00	1.00
00911	Account Clerk	1/2				
00909	or Senior Account Clerk	1/2	1.50	1.00	1.00	1.00
00582	Medical Records Technician		6.00	5.00	5.00	6.00
00593	or Senior Medical Records Technician		5.00	5.00	5.00	5.00
00522	Staff Psychiatrist		3.00	3.00	3.00	3.00
00522	Staff Psychiatrist	1/2	2.50	2.50	2.50	2.50
00899	Supervising Accounting Technician		1.00	1.00	1.00	1.00
00927	Supervising Admin Clerk I		1.00	1.00	1.00	1.00
00927	Supervising Admin Clerk I	1/2	0.50	0.50	0.50	0.50
00928	Supervising Admin Clerk II		1.00	1.00	1.00	1.00
	Department Totals		160.75	151.00	151.00	154.00
3075	DRUG & ALCOHOL SERVICES					
00905	Accountant I					
00906	or Accountant II					
00907	or Accountant III		1.00	1.00	1.00	1.00
02203	Administrative Assistant Series		3.00	3.00	2.00	2.00
02203	Administrative Assistant Series	3/4	0.00	0.00	0.75	0.75
08891	Administrative Services Officer I					
08892	or Administrative Services Officer II					
08893	or Administrative Services Officer III		1.00	1.00	1.00	1.00
02010	Department Personnel Technician		1.00	1.00	1.00	1.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2003-04 Request	2003-04 Recommended	2003-04 Adopted
3075	DRUG & ALCOHOL SERVICES CONTINUED					
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		1.00	1.00	1.00	1.00
08596	Director of Drug & Alcohol Services		1.00	1.00	1.00	1.00
08610	Drug & Alcohol Program Supervisor		3.00	3.00	3.00	3.00
08620	Drug & Alcohol Services Specialist I					
08621	or Drug & Alcohol Services Specialist II					
08622	or Drug & Alcohol Services Specialist III					
08623	or Drug & Alcohol Services Specialist IV		27.00	24.00	21.00	21.00
08620	Drug & Alcohol Services Specialist I	3/4				
08621	or Drug & Alcohol Services Specialist II	3/4				
08622	or Drug & Alcohol Services Specialist III	3/4				
08623	or Drug & Alcohol Services Specialist IV	3/4	0.00	0.75	0.75	0.75
08620	Drug & Alcohol Services Specialist I	1/2				
08621	or Drug & Alcohol Services Specialist II	1/2				
08622	or Drug & Alcohol Services Specialist III	1/2				
08623	or Drug & Alcohol Services Specialist IV	1/2	0.00	1.00	1.50	1.50
08615	Drug & Alcohol Svcs Clinical Programs Mgr		1.00	1.00	1.00	1.00
08606	Drug & Alcohol Worker Aide		4.00	4.00	0.00	0.00
08607	or Drug & Alcohol Worker I					
08608	or Drug & Alcohol Worker II		0.00	0.00	4.00	4.00
00872	Health Care Analyst		2.00	2.00	2.00	2.00
00420	Community Health Nurse	3/4				
00417	or Public Health Nurse	3/4				
00415	or Senior Community Health Nurse	3/4				
00421	or Senior Public Health Nurse	3/4	0.75	0.00	0.00	0.00
00457	or Nurse Practitioner/Physician's Assistant	3/4				
00909	Senior Account Clerk		2.00	2.00	2.00	2.00
00928	Supervising Admin Clerk II		1.00	1.00	1.00	1.00
	Subtotal		48.75	46.75	44.00	44.00
	Limited Permanent					
02203	Administrative Assistant Series		2.00	1.00	1.00	1.00
02203	Administrative Assistant Series	1/2	0.00	0.50	0.50	0.50
08620	Drug & Alcohol Services Specialist I					
08621	or Drug & Alcohol Services Specialist II					
08622	or Drug & Alcohol Services Specialist III					
08623	or Drug & Alcohol Services Specialist IV		12.00	11.00	10.00	10.00
08620	Drug & Alcohol Services Specialist I	1/4				
08621	or Drug & Alcohol Services Specialist II	1/4				
08622	or Drug & Alcohol Services Specialist III	1/4				
08623	or Drug & Alcohol Services Specialist IV	1/4	0.50	0.50	0.50	0.50
	Department Totals		63.25	59.75	56.00	56.00
3200	SOCIAL SERVICES ADMINISTRATION					
00911	Account Clerk		3.00	3.00	3.00	3.00
00914	Accounting Technician		2.00	2.00	2.00	2.00
02203	Administrative Assistant Series		58.00	58.00	58.00	58.00
08891	Administrative Services Officer I					
08892	or Administrative Services Officer II		2.00	2.00	2.00	2.00
08893	or Administrative Services Officer III		3.00	3.00	3.00	3.00
00427	Community Service Aide		17.00	17.00	17.00	17.00
01501	County Social Services Director		1.00	1.00	1.00	1.00
02010	Department Personnel Technician		2.00	2.00	2.00	2.00
02011	Department Personnel Technician - Conf.		1.00	1.00	1.00	1.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		4.00	4.00	4.00	4.00
09514	Deputy Director of Social Services		1.00	1.00	1.00	1.00
01544	Employment/Resource Specialist I					
01545	or Employment/Resource Specialist II					
01546	or Employment/Resource Specialist III		117.00	117.00	117.00	117.00
01544	Employment/Resource Specialist I	1/2				
01545	or Employment/Resource Specialist II	1/2				
01546	or Employment/Resource Specialist III	1/2	2.50	2.50	2.50	2.50
01547	Employment/Resource Specialist IV		18.00	18.00	18.00	18.00
01550	Employment/Services Supervisor		23.00	23.00	23.00	23.00
02203	Administrative Assistant Series					
09602	or Legal Clerk II		7.00	7.00	7.00	7.00
09603	or Legal Clerk III		1.00	1.00	1.00	1.00
01560	Personal Care Aide	1/2	2.00	2.00	2.00	2.00
09508	Principal Social Services Division Manager		2.00	2.00	2.00	2.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2003-04 Request	2003-04 Recommended	2003-04 Adopted
3200	SOCIAL SERVICES ADMINISTRATION CONTINUED					
00883	Secretary I	1/2	0.50	0.50	0.50	0.50
00909	Senior Account Clerk		11.00	11.00	11.00	11.00
00975	Programmer - Confidential					
00974	or Programmer Analyst I					
00973	or Programmer Analyst II					
00995	or Senior Programmer Analyst		3.00	3.00	3.00	3.00
01533	Senior Social Services Investigator		1.00	1.00	1.00	1.00
09510	Social Services Division Manager		8.00	9.00	8.00	8.00
01531	Social Services Investigator		3.00	3.00	3.00	3.00
09507	Social Services Principal Fiscal Manager		1.00	1.00	1.00	1.00
01522	Social Services Program Specialist I					
01521	or Social Services Program Specialist II		11.00	11.00	11.00	11.00
01555	Social Svcs Program Review Specialist		26.00	27.00	26.00	26.00
01536	Social Worker I					
01532	or Social Worker II					
01524	or Social Worker III					
01519	or Social Worker IV		64.00	64.00	64.00	64.00
01536	Social Worker I	1/2				
01532	or Social Worker II	1/2				
01524	or Social Worker III	1/2				
01519	or Social Worker IV	1/2	6.50	6.50	6.50	6.50
01516	Social Worker Supervisor II		13.00	13.00	13.00	13.00
00899	Supervising Accounting Technician		3.00	3.00	3.00	3.00
00927	Supervising Admin Clerk I		10.00	10.00	10.00	10.00
00928	Supervising Admin Clerk II		1.00	1.00	1.00	1.00
09604	Supervising Legal Clerk		1.00	1.00	1.00	1.00
01537	Supervising Social Services Investigator		1.00	1.00	1.00	1.00
00963	Systems Analyst					
00964	or Systems Analyst I					
00965	or Systems Analyst II		1.00	1.00	1.00	1.00
	Subtotal		431.50	433.50	431.50	431.50
	Limited Permanent					
00914	Accounting Technician		1.00	1.00	1.00	1.00
00913	or Accounting Technician - Confidential					
02203	Administrative Assistant Series		5.00	3.00	5.00	5.00
00427	Community Service Aide		4.00	4.00	4.00	4.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		1.00	1.00	1.00	1.00
00975	Programmer - Confidential					
00974	or Programmer Analyst I					
00973	or Programmer Analyst II					
00995	or Senior Programmer Analyst		1.00	1.00	1.00	1.00
01522	Social Services Program Specialist I					
01521	or Social Services Program Specialist II		3.00	2.00	3.00	3.00
01555	Social Svcs Program Review Specialist		3.00	3.00	3.00	3.00
01536	Social Worker I					
01532	or Social Worker II					
01524	or Social Worker III					
01519	or Social Worker IV		9.00	9.00	9.00	9.00
01516	Social Worker Supervisor II		2.00	2.00	2.00	2.00
	Department Totals		460.50	459.50	460.50	460.50
3285	LAW ENFORCEMENT MED CARE					
02203	Administrative Assistant Series	1/2	0.50	0.50	0.50	0.50
00500	Pre-Licensed Correctional Nurse					
00527	or Correctional Nurse I					
00528	or Correctional Nurse II		3.00	3.00	3.00	3.00
00500	Pre-Licensed Correctional Nurse	3/4				
00527	or Correctional Nurse I	3/4				
00528	or Correctional Nurse II	3/4	1.50	1.50	1.50	1.50
00500	Pre-Licensed Correctional Nurse	1/2				
00527	or Correctional Nurse I	1/2				
00528	or Correctional Nurse II	1/2	2.50	1.50	2.50	2.50
00524	Correctional Nurse Supervisor	3/4	0.75	0.75	0.75	0.75
00543	Licensed Vocational Nurse	3/4	0.75	0.75	0.75	0.75
00543	Licensed Vocational Nurse	1/2	1.00	1.00	1.00	1.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2003-04 Request	2003-04 Recommended	2003-04 Adopted
3285	LAW ENFORCEMENT MED CARE CONTINUED					
00420	Community Health Nurse					
00417	or Public Health Nurse					
00415	or Senior Community Health Nurse					
00421	or Senior Public Health Nurse					
00457	or Nurse Practitioner/Physician's Assistant		1.00	1.00	1.00	1.00
	Department Totals		11.00	10.00	11.00	11.00
3286	CO MEDICAL SERVICES PROG					
00905	Accountant I					
00906	or Accountant II					
00907	or Accountant III		1.00	1.00	1.00	1.00
00914	Accounting Technician		1.00	1.00	1.00	1.00
00518	Acute Care Supervising Nurse		1.00	1.00	1.00	1.00
08903	Departmental Automation Specialist I	1/2				
08904	or Departmental Automation Specialist II	1/2				
08906	or Departmental Automation Specialist III	1/2	0.50	0.50	0.50	0.50
01539	Eligibility Technician I					
01540	or Eligibility Technician II					
01541	or Eligibility Technician III		3.00	3.00	3.00	3.00
00226	Health Agency Administrator I					
00227	or Health Agency Administrator II					
00228	or Health Agency Administrator III		1.00	1.00	1.00	1.00
00229	or Health Agency Administrator IV					
00540	Registered Nurse I					
00537	or Registered Nurse II		1.00	1.00	1.00	1.00
00911	Account Clerk					
00909	or Senior Account Clerk		4.00	4.00	4.00	4.00
00909	Senior Account Clerk	1/2	0.50	0.00	0.00	0.00
	Subtotal		13.00	12.50	12.50	12.50
	Limited Permanent					
00909	Senior Account Clerk		1.00	0.00	0.00	0.00
00911	Account Clerk	1/2				
00909	or Senior Account Clerk	1/2	0.00	0.50	0.50	0.50
	Department Totals		14.00	13.00	13.00	13.00
3330	VETERANS SERVICES					
02203	Administrative Assistant Series		1.00	1.00	1.00	1.00
00866	Assistant Veterans Service Officer II		2.00	2.00	2.00	2.00
00252	Veterans Service Officer		1.00	1.00	1.00	1.00
	Department Totals		4.00	4.00	4.00	4.00
4000	LIBRARY					
00905	Accountant I					
00906	or Accountant II		1.00	1.00	1.00	1.00
00907	or Accountant III					
02203	Administrative Assistant Series		24.00	24.00	24.00	24.00
02203	Administrative Assistant Series	3/4	1.50	1.50	1.50	1.50
02203	Administrative Assistant Series	1/2	5.50	5.50	5.50	5.50
08891	Administrative Services Officer I					
08892	or Administrative Services Officer II		1.00	1.00	1.00	1.00
08893	or Administrative Services Officer III					
01001	Assistant Library Director		1.00	1.00	1.00	1.00
01017	Chief Librarian		1.00	1.00	1.00	1.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II		0.00	1.00	1.00	1.00
08906	or Departmental Automation Specialist III					
01003	Librarian I					
01004	or Librarian II		11.00	12.00	12.00	12.00
01003	Librarian I	1/2	0.50	0.50	0.50	0.50
01004	or Librarian II	1/2	0.50	0.50	0.50	0.50
01011	Librarian III		5.00	5.00	5.00	5.00
01013	Library Assistant	1/2	2.00	2.00	2.00	2.00
01013	Library Assistant	1/4	0.25	0.25	0.25	0.25
00210	Library Director		1.00	1.00	1.00	1.00
01009	Library Driver Clerk I					
01010	or Library Driver Clerk II		3.00	3.00	3.00	3.00
00911	Account Clerk					
00909	or Senior Account Clerk		1.00	1.00	1.00	1.00
01002	Supervising Librarian		1.00	1.00	1.00	1.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2003-04 Request	2003-04 Recommended	2003-04 Adopted
4000	LIBRARY CONTINUED					
01007	Supervising Library Assistant		8.00	7.00	7.00	7.00
01007	Supervising Library Assistant	3/4	0.75	0.75	0.75	0.75
	Department Totals		69.00	70.00	70.00	70.00
4030	FARM ADVISOR					
00813	4-H Program Assistant		1.00	1.00	1.00	1.00
02204	Administrative Assistant Aide					
02201	or Administrative Assistant I					
02202	or Administrative Assistant II					
02203	or Administrative Assistant Series		2.00	2.00	2.00	2.00
00927	Supervising Admin Clerk I		1.00	1.00	1.00	1.00
	Department Totals		4.00	4.00	4.00	4.00
4040	DRINKING DRIVER PROGRAMS					
02203	Administrative Assistant Series		3.00	2.00	2.00	2.00
08610	Drug & Alcohol Program Supervisor		1.00	1.00	1.00	1.00
08620	Drug & Alcohol Services Specialist I		9.00	9.00	9.00	9.00
08621	or Drug & Alcohol Services Specialist II		2.00	1.00	1.00	1.00
08622	or Drug & Alcohol Services Specialist III					
08623	or Drug & Alcohol Services Specialist IV					
00909	Senior Account Clerk		3.00	3.00	3.00	3.00
	Department Totals		18.00	16.00	16.00	16.00
4125	PARKS					
02203	Administrative Assistant Series		1.00	1.00	1.00	1.00
02203	Administrative Assistant Series	1/2	0.00	0.50	0.50	0.50
01203	Park Operations Coordinator		1.00	1.00	1.00	1.00
01200	Park Planner I					
01201	or Park Planner II					
01202	or Park Planner III					
01223	Park Ranger Aide					
01222	or Park Ranger I					
01221	or Park Ranger II		14.00	16.00	16.00	16.00
01220	or Park Ranger III		7.00	7.00	7.00	7.00
01210	Park Ranger Specialist		3.00	3.00	3.00	3.00
01207	Parks Facilities Manager		1.00	1.00	1.00	1.00
01208	Parks Superintendent - Maintenance		1.00	1.00	1.00	1.00
01209	Parks Superintendent - Operations		1.00	1.00	1.00	1.00
09515	Senior Park Gate Attendant		1.00	1.00	1.00	1.00
00603	Senior Planner		1.00	1.00	1.00	1.00
01204	Supervising Park Ranger		4.00	4.00	4.00	4.00
	Subtotal		35.00	37.50	37.50	37.50
	Contract Positions					
	Park Planner I		0.00	1.00	0.00	0.00
	Planner I		1.00	0.00	1.00	1.00
	Department Totals		36.00	38.50	38.50	38.50
4161	GOLF COURSES					
01121	Equipment Mechanic I					
01120	or Equipment Mechanic II		2.00	2.00	2.00	2.00
01212	Golf Course Superintendent		1.00	1.00	1.00	1.00
01217	Golf Course Supervisor		2.00	2.00	2.00	2.00
01234	Greenskeeper		10.00	10.00	10.00	10.00
01233	Lead Greenskeeper		2.00	2.00	2.00	2.00
01210	Park Ranger Specialist		1.00	1.00	1.00	1.00
	Department Totals		18.00	18.00	18.00	18.00
6000	MEDICAL SERVICES					
00905	Accountant I					
00906	or Accountant II					
00907	or Accountant III		2.00	2.00	2.00	2.00
00914	Accounting Technician					
00514	Acute Care Pre-Licensed Nurse					
00515	or Acute Care Nurse I					
00516	or Acute Care Nurse II		2.00	0.00	2.00	2.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2003-04 Request	2003-04 Recommended	2003-04 Adopted
6000	MEDICAL SERVICES CONTINUED					
00514	Acute Care Pre-Licensed Nurse	3/4				
00515	or Acute Care Nurse I	3/4				
00516	or Acute Care Nurse II	3/4				
00514	Acute Care Pre-Licensed Nurse	1/2				
00515	or Acute Care Nurse I	1/2				
00516	or Acute Care Nurse II	1/2	0.00	2.00	0.00	0.00
00518	Acute Care Supervising Nurse					
00518	Acute Care Supervising Nurse	1/2				
02204	Administrative Assistant Aide					
02201	or Administrative Assistant I					
02202	or Administrative Assistant II		0.00	4.00	0.00	0.00
02203	or Administrative Assistant Series		10.00	4.00	10.00	10.00
02204	Administrative Assistant Aide	3/4				
02201	or Administrative Assistant I	3/4				
02202	or Administrative Assistant II	3/4	0.00	0.75	0.00	0.00
02203	or Administrative Assistant Series	3/4	0.75	0.00	0.75	0.75
02204	Administrative Assistant Aide	1/2				
02201	or Administrative Assistant I	1/2				
02202	or Administrative Assistant II	1/2	0.00	0.50	0.00	0.00
02203	or Administrative Assistant Series	1/2	4.50	2.50	4.50	4.50
02204	Administrative Assistant Aide	1/4				
02201	or Administrative Assistant I	1/4				
02202	or Administrative Assistant II	1/4	0.00	0.25	0.00	0.00
02203	or Administrative Assistant Series	1/4	0.00	0.25	0.00	0.00
02200	Administrative Assistant Trainee	1/2	0.00	0.50	0.00	0.00
08892	Administrative Services Officer II		2.00	2.00	2.00	2.00
01329	Central Supply Supervisor	1/2				
00576	Clinical Laboratory Assistant I		0.00	1.00	0.00	0.00
00577	or Clinical Laboratory Assistant II		5.00	2.00	5.00	5.00
00576	Clinical Laboratory Assistant I	1/2	0.00	0.50	0.00	0.00
00577	or Clinical Laboratory Assistant II	1/2	0.00	1.50	0.00	0.00
00550	Clinical Laboratory Manager		1.00	1.00	1.00	1.00
00533	Clinical Nurse Specialist	3/4	0.75	0.75	0.75	0.75
00420	Community Health Nurse					
01341	Cook I					
01340	or Cook II					
01350	or Cook III					
01341	Cook I	3/4				
01340	or Cook II	3/4				
01350	or Cook III	3/4				
01341	Cook I	1/2				
01340	or Cook II	1/2				
01350	or Cook III	1/2				
01335	Custodian					
01335	Custodian	1/2				
02203	Administrative Assistant Series					
00983	or Data Entry Operator III					
02203	Administrative Assistant Series	3/4				
00983	or Data Entry Operator III	3/4	0.75	0.75	0.75	0.75
02011	Department Personnel Technician - Conf.		1.00	1.00	1.00	1.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II		0.00	1.00	0.00	0.00
08906	or Departmental Automation Specialist III		1.00	0.00	1.00	1.00
00554	Diagnostic Medical Sonographer	1/2	0.50	0.50	0.50	0.50
01343	Diet Assistant					
01343	Diet Assistant	1/2				
00530	Director of Nursing Services					
00600	Director of Pharmacy Services		1.00	1.00	1.00	1.00
01314	Facilities Maintenance Mechanic I					
01316	or Facilities Maintenance Mechanic II					
01315	or Facilities Maintenance Mechanic III					
01351	Food Service Supervisor - Healthcare					
01344	Food Service Worker	1/2				
00595	Hospital Attendant		1.00	1.00	1.00	1.00
00595	Hospital Attendant	1/2	0.50	0.50	0.50	0.50
01320	Hospital Plant Engineer					
00543	Licensed Vocational Nurse		5.00	3.00	5.00	5.00
00543	Licensed Vocational Nurse	3/4	0.00	0.75	0.00	0.00
00543	Licensed Vocational Nurse	1/2	0.00	0.50	0.00	0.00
00543	Licensed Vocational Nurse	1/4	0.25	0.25	0.25	0.25
01324	Linen Services Coordinator					
06003	Med Svcs-Dir of Admitting Services					
06000	Med Svcs-Dir of Ancillary Services					

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2003-04 Request	2003-04 Recommended	2003-04 Adopted
6000	MEDICAL SERVICES CONTINUED					
06002	Med Svcs-Dir of Business Services		1.00	1.00	1.00	1.00
06001	Med Svcs-Dir of Clinical Programs					
00594	Medical Assistant		10.00	4.00	10.00	10.00
00594	Medical Assistant	3/4	0.00	1.50	0.00	0.00
00594	Medical Assistant	1/2	0.00	2.50	0.00	0.00
00594	Medical Assistant	1/4	0.25	0.00	0.25	0.25
00582	Medical Records Technician		2.00	2.00	2.00	2.00
00582	Medical Records Technician	1/2	0.50	0.50	0.50	.50
00457	Nurse Practitioner/Physician's Assistant		3.00	1.00	3.00	.00
00457	Nurse Practitioner/Physician's Assistant	1/2	0.00	1.50	0.00	.00
00420	Community Health Nurse	1/4				
00417	or Public Health Nurse	1/4				
00415	or Senior Community Health Nurse	1/4				
00421	or Senior Public Health Nurse	1/4				
00457	or Nurse Practitioner/Physician's Assistant	1/4	0.00	0.50	.00	.00
08538	Patient Services Representative		5.00	5.00	.00	.00
08538	Patient Services Representative	1/2				
00598	Pharmacist I					
00599	or Pharmacist II		2.00	2.00	.00	2.00
00599	Pharmacist II	1/2	0.50	0.50	.50	.50
00598	Pharmacist I	1/4				
00599	or Pharmacist II	1/4				
00569	Pharmacy Technician Trainee					
03570	or Pharmacy Technician I					
03571	or Pharmacy Technician II		2.00	1.00	2.00	2.00
00569	Pharmacy Technician Trainee	1/2				
03570	or Pharmacy Technician I	1/2	0.00	1.00	0.00	0.00
03571	or Pharmacy Technician II	1/2	0.50	0.50	0.50	0.50
00422	Public Health Aide I					
00423	or Public Health Aide II		1.00	1.00	1.00	1.00
01348	Public Health Nutritionist II	1/2	0.00	0.50	0.50	0.50
00558	Radiological Technologist II					
00557	or Radiological Technologist III		1.00	0.00	1.00	1.00
00558	Radiological Technologist II	1/2				
00557	or Radiological Technologist III	1/2	0.00	1.00	0.00	0.00
00537	Registered Nurse II		1.00	0.00	1.00	1.00
00537	Registered Nurse II	3/4	0.00	0.75	0.00	0.00
00545	Respiratory Care Practitioner		0.00	1.00	0.00	0.00
00545	Respiratory Care Practitioner	3/4				
00545	Respiratory Care Practitioner	1/2	0.50	0.00	0.50	0.50
00884	Secretary II		1.00	1.00	1.00	1.00
00911	Account Clerk		0.00	1.00	0.00	0.00
00909	or Senior Account Clerk		5.00	4.00	5.00	5.00
00911	Account Clerk	1/2	0.00	0.50	0.00	0.00
00909	or Senior Account Clerk	1/2	1.00	0.50	1.00	1.00
00596	Clinical Lab Technologist - Temp Licensed					
00552	or Clinical Laboratory Technologist					
00551	or Senior Clinical Laboratory Technologist		3.00	1.00	3.00	3.00
00596	Clinical Lab Technologist - Temp Licensed	1/2				
00552	or Clinical Laboratory Technologist	1/2				
00551	or Senior Clinical Laboratory Technologist	1/2	0.00	2.00	0.00	0.00
00551	Senior Clinical Laboratory Technologist	1/4	0.25	0.25	0.25	0.25
00593	Senior Medical Records Technician					
00949	Medical Transcriber					
00945	or Senior Medical Transcriber		1.00	1.00	1.00	1.00
00949	Medical Transcriber	1/2				
00945	or Senior Medical Transcriber	1/2	1.50	1.50	1.50	1.50
00555	Senior Pharmacist		1.00	1.00	1.00	1.00
06010	Senior Radiological/Ultrasound Technologist		1.00	1.00	1.00	1.00
00585	Senior Respiratory Care Practitioner		1.00	1.00	1.00	1.00
01536	Social Worker I					
01532	or Social Worker II					
01524	or Social Worker III					
01519	or Social Worker IV					
01336	Storekeeper I					
01331	or Storekeeper II					
00927	Supervising Admin Clerk I		1.00	1.00	1.00	1.00
00597	Supervising Clinical Lab Technologist		4.00	4.00	4.00	4.00
00534	Supervising Nurse					
00548	Surgery Technician					
00548	Department Totals		90.00	85.25	90.50	90.50

COUNTY OFFICERS AND DEPARTMENT HEADS
2003-2004 SALARY SCHEDULE*

Elected Officials	Annual Salary
Supervisor	$ 68,676
Assessor	126,612
Auditor-Controller	126,612
County Clerk-Recorder	110,076
Treasurer-Tax Collector-Pub. Administrator	126,612
District Attorney	152,340
Sheriff-Coroner	143,172

Appointed Department Heads	Annual Salary Minimum - Maximum
Agric. Comm./Sealer Weights & Measures	$ 88,500 - 107,580
Chief Information Officer	104,520 - 127,044
Child Support Services Director	104,400 - 126,924
Chief Probation Officer	96,756 - 117,600
County Administrator	143,808 - 174,804
County Counsel	125,340 - 152,340
Public Works Director	113,544 - 138,024
Social Services Director	107,304 - 130,440
General Services Director	101,772 - 123,720
Public Health Director/Health Officer	127,320 - 154,728
Behavioral Health Services Director	107,304 - 130,440
Library Director	82,512 - 100,296
Personnel Director	98,628 - 119,868
Planning Director	99,108 - 120,468
Veterans Service Officer	73,176 - 88,956

*These salaries, as well as the salary schedule on the pages that follow, reflect the 2002-2003 rates known as of the date of preparation of this document, April 2003. For the most current salary information, contact the County Personnel Department.

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2003-2004

1. Retirement. The County operates its own independent retirement plan. Participation in the plan is mandatory for all employees except elected officials. In 2002-2003, the County's share of the retirement contribution is:

   Management: 11.91% of salaries
   Public Services, Clerical and Supervisory: 11.32% of salaries
   Trades, Crafts and Services: 11.32% of salaries
   Probation Officers: 11.32% of salaries
   Law Enforcement Safety: 15.40% of salaries
   Law Enforcement Non-safety: 9.55% of salaries

   Additionally, the County pays a portion of the employee's retirement contribution:

	2001/02	2002/03
Elected Officials	11.78%	13.55%
Management, Confidential	7.48	9.29
Attorneys	7.48	9.29
Law Enforcement, except management	7.00	7.00
Law Enforcement Non-safety	4.20	4.20
District Attorney Investigators	7.20	7.20
Public Services, Clerical and Supervisory	5.74	5.74
Trades, Crafts and Services	7.37	7.37
Dispatchers	4.20	4.20

2. Workers' Compensation. The County's Workers' Compensation program is self-insured. Workers' Compensation is charged to departments based upon job classification and departmental experience.

3. Social Security. The County matches the employees' contribution to Social Security. The 2003 calendar year rate is 6.20% on maximum wages of $87,000. The County also matches the employee's contribution to Medicare. The 2003 calendar year rate is 1.45% of total Medicare wages (no maximum).

4. Disability Insurance. The County provides a long-term disability insurance for all attorneys, management, District Attorney Investigators and confidential employees. The premium rates for 2002-2003 will be .53% of gross salary to a maximum monthly gross of $9,000.

5. Unemployment. The County's unemployment insurance program is self-insured. Unemployment is charged to departments based upon a Board-adopted rate. The rate for 2002-2003 is .001% of gross salary.

6. Life Insurance. The County provides $30,000 term life insurance coverage to all District Attorney (DA) Investigators, attorneys, management and confidential employees at a cost of $9.90 per month. General managers and department heads receive $50,000 coverage at a cost of $16.50 per month.

7. Health, Vision and Dental Insurance. The County offers health insurance coverage through the Public Employees' Retirement System (PERS). Additionally, we offer two dental plans and a vision plan.

   County contributions to the health, dental and vision plans are as follows:

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2003-2004

	Monthly Contribution per employee
Attorneys, Management, Confidential	$652.00
Public Services, Clerical and Supervisory	509.00
Trades, Crafts, and Services	481.26
District Attorney Investigators	290.00
Deputy Sheriffs Association	325.00
Management Law Enforcement	350.00
Dispatchers	359.50

8. Vacation. Permanent employees who have passed their probationary period accrue vacation as follows:

Years of Service	Vacation Days/Year
Beginning of service to end of fourth year	10
Beginning of fifth year to end of ninth year	15
Over ten years of service	20

Employees must complete their first probationary period before taking any vacation time off. Vacation payoffs at the time of termination are limited to thirty (30) or forty (40) days, depending on the bargaining unit.

9. Sick Leave. Permanent employees accrue twelve (12) days sick leave for each year of service. The bargaining units and unrepresented groups can accrue sick leave up to specified maximums. Employees with more than five years of service (10 years for law enforcement) are paid for one half of their accrued sick leave, to a maximum of 90 days, upon termination.

10. Holidays. Legal holidays are designated by the Board of Supervisors with county ordinance and agreements with the unions. The majority of permanent employees are entitled to twelve (12) paid holidays and one (1) paid personal leave day per fiscal year. The remainder of the permanent employees are entitled to thirteen (13) holidays per fiscal year.

11. Compensatory Time Off. Employees may earn one and one-half hours of compensatory time off (CTO) for each hour worked in lieu of being paid overtime according the Fair Labor Standards Act (FLSA) and Memorandum of Understanding (MOU). Public services, clerical and supervisory employees, confidential employees, DA investigators and dispatchers may accrue up to 120 hours of CTO. Trades, Crafts and Services, law enforcement and fire employees may accrue up to 90 hours. Employees are paid for their accrued CTO upon termination.

12. Administrative Leave. General management employees are allowed six days of administrative leave each fiscal year. Attorneys, operations and staff management are allowed four days each fiscal year. Confidential employees are allowed three days each fiscal year. There is no carry-over of unused administrative leave into subsequent fiscal years. Employees are not paid for unused administrative leave upon termination.

13. Annual Leave. Employees who work in designated 24-hour facilities may elect to participate in the annual leave program, which allows the employees to accrue holidays and utilize them as paid time off. Annual leave must be used prior to vacation. Employees are paid for their accrued annual leave upon termination to a maximum of twelve (12) days.

14. Voluntary Time Off Program. Employees represented by the County Employees Association, Trades, Crafts and Services unit, DSA, management law enforcement, attorney units, management and confidential units may take leave without pay, but will continue to accrue leave, retirement and service credits as if they were in a paid work status. VTO use is limited to 120 hours per fiscal year. Employees in a leave without pay status are not eligible for the VTO program.

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary Step 1	Monthly Salary Step 5
00813	4-H Program Assistant	1347	13	2,335	2,837
03090	APCD Computer Systems Analst I	2169	07	3,760	4,571
03091	APCD Computer Systems Analyst II	2603	07	4,512	5,486
03092	APCD Computer Systems Analyst III	2891	07	5,011	6,091
03094	APCD Fiscal/Admin Svcs Mgr	3013	07	5,223	6,347
00911	Account Clerk	1165	13	2,019	2,453
00912	Account Clerk – Confidential	1198	11	2,077	2,524
00905	Accountant I	1854	07	3,214	3,905
00906	Accountant II	2225	07	3,857	4,689
00907	Accountant III	2728	07	4,729	5,746
00713	Accountant-Auditor I	1854	07	3,214	3,905
00714	Accountant-Auditor II	2225	07	3,857	4,689
00715	Accountant-Auditor III	3013	07	5,223	6,347
02051	Accountant-Auditor Trainee	1666	07	2,888	3,508
02050	Accounting Systems Aide-Confidential	1762	11	3,054	3,713
00916	Accounting Systems Analyst I	2733	07	4,737	5,760
00915	Accounting Systems Analyst II	3034	07	5,259	6,393
00914	Accounting Technician	1487	13	2,577	3,132
00913	Accounting Technician – Confidential	1532	11	2,655	3,227
00517	Acute Care Head Nurse	2493	01	4,321	5,252
00523	Acute Care Licensed Vocational Nurse	1511	01	2,619	3,182
00515	Acute Care Nurse I	2083	01	3,611	4,389
00516	Acute Care Nurse II	2259	01	3,916	4,761
00514	Acute Care Pre-Licensed Nurse	1755	01	3,042	3,699
00518	Acute Care Supervising Nurse	2766	05	4,794	5,826
08885	Administrative Analyst Aide	1253	01	2,172	2,642
08887	Administrative Analyst Aide – Confidential	1763	11	3,056	3,715
08884	Administrative Analyst I	2223	07	3,853	4,685
08883	Administrative Analyst II	2575	07	4,463	5,425
08882	Administrative Analyst III	3013	07	5,223	6,347
02204	Administrative Assistant Aide	0965	13	1,673	2,033
02201	Administrative Assistant I	1062	13	1,841	2,239
02202	Administrative Assistant II	1169	13	2,026	2,461
02203	Administrative Assistant III	1287	13	2,231	2,713
02200	Administrative Assistant Trainee	0965	13	1,673	2,033
02220	Administrative Asst Aide-Confidential	1005	11	1,742	2,116
02221	Administrative Asst I-Confidential	1105	11	1,915	2,328
02222	Administrative Asst II-Confidential	1216	11	2,108	2,562
02223	Administrative Asst III-Confidential	1338	11	2,319	2,818
08891	Administrative Services Officer I	1854	07	3,214	3,905
08892	Administrative Services Officer II	2225	07	3,857	4,689
08893	Administrative Services Officer III	3013	07	5,223	6,347
00201	Ag Commissioner/Sealer of Weights & Measures	4255	09	7,375	8,965
00817	Agricultural Inspector/Biologist I	1666	01	2,888	3,508
00818	Agricultural Inspector/Biologist II	1841	01	3,191	3,881
00819	Agricultural Inspector/Biologist III	2083	01	3,611	4,389
00816	Agricultural Inspector/Biologist Trainee	1528	01	2,649	3,217
00803	Agricultural Measurement Standards Technician	1486	01	2,576	3,130
00791	Agricultural/Measurement Standards Tech I	1528	01	2,649	3,217
00792	Agricultural/Measurement Standards Tech II	1666	01	2,888	3,508
00222	Aids Program Coordinator	2225	07	3,857	4,689
00832	Air Pollution Control Engineer I	2262	01	3,921	4,767
00829	Air Pollution Control Engineer II	2536	01	4,396	5,344
00841	Air Pollution Control Engineer III	2754	01	4,774	5,803
03093	Air Pollution Control Officer	4330	09	7,505	9,124
00835	Air Quality Specialist I	1803	01	3,125	3,798
00836	Air Quality Specialist II	2035	01	3,527	4,288
00839	Air Quality Specialist III	2343	01	4,061	4,937
00834	Air Quality Specialist Trainee	1649	01	2,858	3,474
01406	Airport Maintenance Worker	1515	02	2,626	3,195
01402	Airport Operation Specialist	1715	01	2,973	3,614
01403	Airport Operations Supervisor	2026	05	3,512	4,267
00852	Airports Manager	3314	07	5,744	6,984
01422	Animal Control Lead Officer	1556	05	2,697	3,279
01417	Animal Control Officer	1326	01	2,298	2,794
00219	Animal Services Humane Educator	1301	01	2,255	2,740
01410	Animal Services Manager (Non-Vet)	2759	07	4,782	5,814
01411	Animal Services Manager (Vet)	3314	07	5,744	6,984
00711	Appraiser I	1720	01	2,981	3,624
00709	Appraiser II	1992	01	3,453	4,198
00707	Appraiser III	2173	01	3,767	4,579
00718	Appraiser Trainee	1496	01	2,593	3,155
01238	Aquatics Coordinator	1072	02	1,858	2,259

Job Class Listing by Title

Job				Monthly Salary	
Class	Title	Range	BU	Step 1	Step 5
00620	Architectural Supervisor	2851	05	4,942	6,008
00624	Architectural Technician	1516	01	2,628	3,196
00941	Assessment Analyst I	2223	07	3,853	4,685
00942	Assessment Analyst II	2575	07	4,463	5,425
00943	Assessment Analyst III	3013	07	5,223	6,347
08894	Assessment Analyst Trainee	1360	01	2,357	2,865
00894	Assessment Technician I	1106	01	1,917	2,330
00895	Assessment Technician II	1293	01	2,241	2,725
00896	Assessment Technician III	1412	01	2,447	2,976
00897	Assessment Technician IV	1595	01	2,765	3,361
00658	Assessment Technician Supervisor	1846	05	3,200	3,890
00101	Assessor	5008	10	10,551	10,551
08798	Assistant Administrative Officer	4048	08	7,017	8,528
00801	Assistant Agricultural Commissioner	3433	07	5,951	7,233
01401	Assistant Airports Manager	3013	07	5,223	6,347
00701	Assistant Assessor	3878	08	6,722	8,173
00900	Assistant Auditor-Controller	4072	08	7,058	8,582
00613	Assistant Capital Projects Coordinator	1988	01	3,446	4,188
00303	Assistant County Counsel	5019	08	8,700	10,577
00295	Assistant Court Executive Officer - Civil	2934	25	5,086	6,183
00362	Assistant Fire Chief	2319	00	4,020	4,886
00361	Assistant Fire Chief - Shift	1656	00	4,019	4,885
01001	Assistant Library Director	2935	07	5,087	6,185
08534	Assistant Mental Health Administrator	3013	07	5,223	6,347
00654	Assistant Planning Director	3775	08	6,543	7,954
00622	Assistant Real Property Agent	1943	01	3,368	4,092
00868	Assistant Veterans Service Officer I	1460	01	2,531	3,078
00866	Assistant Veterans Service Officer II	1671	01	2,896	3,522
09624	Assistant Water Systems Superintendent	2293	05	3,975	4,831
00615	Associate Capital Projects Coordinator	2393	01	4,148	5,044
00623	Associate Real Property Agent	2253	01	3,905	4,746
00712	Auditor-Appraiser I	1854	07	3,214	3,905
00710	Auditor-Appraiser II	2225	07	3,857	4,689
00708	Auditor-Appraiser III	3013	07	5,223	6,347
00723	Auditor-Appraiser Trainee	1442	01	2,499	3,040
00102	Auditor-Controller	5008	10	10,551	10,551
01326	Automotive Garage Manager	2713	07	4,703	5,717
09653	Automotive Mechanic I	1691	02	2,931	3,564
09654	Automotive Mechanic II	1777	02	3,080	3,744
01328	Automotive Service Worker	1251	02	2,168	2,636
00265	Board of Construction Appeals	0515	00	893	1,085
00933	Board of Supervisors Clerk	1328	13	2,302	2,798
00956	Board of Supvrs Admin Sec'y - Confidential	1667	11	2,889	3,513
01601	Building Inspector I	1744	01	3,023	3,675
01602	Building Inspector II	1999	01	3,465	4,212
01603	Building Inspector III	2211	01	3,832	4,659
01301	Building Maintenance Superintendant	2742	07	4,753	5,777
01701	Building Plans Examiner I	2182	01	3,782	4,597
01702	Building Plans Examiner II	2393	01	4,148	5,044
01703	Building Plans Examiner III	2586	01	4,482	5,450
01304	Buildings Facilities Manager	3327	07	5,767	7,010
01303	Buildings Maintenance Supervisor	2394	07	4,150	5,046
01327	Bus Driver	1187	02	2,057	2,499
00922	Buyer	1788	01	3,099	3,768
02181	Buyer I	1551	01	2,688	3,269
02182	Buyer II	1788	01	3,099	3,768
00341	CAL-ID Program Coordinator	3034	07	5,259	6,393
00672	Cadastral Mapping Systems Specialist II	1825	01	3,163	3,846
00671	Cadastral Mapping Systems Specialist I	1543	01	2,675	3,250
00673	Cadastral Mapping Systems Specialist III	2188	01	3,793	4,611
00675	Cadastral Mapping Systems Supervisor	2567	05	4,449	5,410
00638	Cadastral Technician I	1351	01	2,342	2,848
00639	Cadastral Technician II	1601	01	2,775	3,373
00637	Cadastral Technician Trainee	1124	01	1,948	2,368
00131	Calendar Coordinator	1610	20	2,791	3,394
00635	Capital Projects Inspector	2393	01	4,148	5,044
00332	Captain	4449	15	7,712	9,374
00240	Central Services Manager	3327	07	5,767	7,010
01329	Central Supply Supervisor	1382	05	2,395	2,912
00891	Chief Accountant	3518	07	6,098	7,413
00704	Chief Appraiser	3518	07	6,098	7,413
00629	Chief Building Official	3464	08	6,004	7,299
00645	Chief Cadastral Technician	1833	05	3,177	3,862

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
02555	Chief Deputy Clk of Bd/Co Clk Div	2026	05	3,512	4,267
00310	Chief Deputy County Counsel	4707	07	8,159	9,915
02556	Chief Deputy Recording Division	2026	05	3,512	4,267
00823	Chief Deputy Sealer of Weights & Measures	3259	07	5,649	6,867
09648	Chief District Attorney Investigator	4587	07	7,951	9,665
00892	Chief Financial Manager	3292	07	5,706	6,939
02250	Chief Information Officer	5025	09	8,710	10,587
00903	Chief Internal Auditor	3292	07	5,706	6,939
01017	Chief Librarian	2772	07	4,805	5,843
00213	Chief Probation Officer	4652	09	8,063	9,800
00214	Chief Prosecutor	5019	08	8,700	10,577
00531	Chief Supervising Nurse	3053	07	5,292	6,432
00960	Chief Switchboard Operator	1120	05	1,941	2,361
02901	Chief Water Treatment Plant Operator-Grade 3	2081	05	3,607	4,384
02902	Chief Water Treatment Plant Operator-Grade 4	2248	05	3,897	4,735
00578	Chief of Assessment Standards	3518	07	6,098	7,413
00389	Child Support Ombudsperson	2575	07	4,463	5,425
00388	Child Support Program Manager	3013	07	5,223	6,347
00648	Civil Engineer Technician I	1949	01	3,378	4,105
00650	Civil Engineer Technician II	2232	01	3,869	4,703
00652	Civil Engineer Technician III	2561	01	4,439	5,394
02903	Civil Engineering Technician Aide	1564	01	2,711	3,295
09668	Clerical Trainee	0702	13	1,217	1,480
02551	Clerk-Recorder Assistant I	1269	13	2,200	2,673
02552	Clerk-Recorder Assistant II	1388	13	2,406	2,924
02553	Clerk-Recorder Assistant III	1469	13	2,546	3,094
02554	Clerk-Recorder Assistant IV	1632	05	2,829	3,441
02550	Clerk-Recorder Asst Trainee	1058	13	1,834	2,229
00596	Clinical Lab Technologist - Temp Licensed	1550	01	2,687	3,266
00576	Clinical Laboratory Assistant I	1062	01	1,841	2,239
00577	Clinical Laboratory Assistant II	1213	01	2,103	2,557
00550	Clinical Laboratory Manager	2660	07	4,611	5,606
00552	Clinical Laboratory Technologist	1920	01	3,328	4,046
00533	Clinical Nurse Specialist	2728	01	4,729	5,746
00920	Collections Officer	1331	05	2,307	2,805
00955	Collections Officer - Confidential	1470	11	2,548	3,097
03501	Collections Officer I	1573	01	2,727	3,316
03502	Collections Officer II	1652	01	2,863	3,482
00260	Commissioner - Civil Service	0515	00	893	1,085
00255	Commissioner - Planning	0515	00	893	1,085
09632	Communicable Disease Investigator	1619	01	2,806	3,411
09679	Communications Aide	1318	01	2,285	2,777
09677	Communications Manager	3179	07	5,510	6,698
00959	Communications Technician I	1891	01	3,278	3,983
00958	Communications Technician II	2125	01	3,683	4,477
00420	Community Health Nurse	2241	01	3,884	4,723
00452	Community Homemaker	0782	01	1,355	1,647
00427	Community Service Aide	0974	01	1,688	2,052
01715	Computer Oper Supervisor - Confidential	2596	11	4,500	5,469
00970	Computer Systems Tech Aide - Confidential	1221	11	2,116	2,572
00987	Computer Systems Tech I - Confidential	1462	11	2,534	3,082
00988	Computer Systems Tech II - Confidential	1626	11	2,818	3,425
01989	Computer Systems Tech III - Confidential	1870	11	3,241	3,940
02211	Confidential Assistant I	1105	11	1,915	2,328
02212	Confidential Assistant II	1216	11	2,108	2,562
02213	Confidential Assistant III	1338	11	2,319	2,818
02210	Confidential Assistant Trainee	1005	11	1,742	2,116
01704	Construction Permit Technician	1474	01	2,555	3,104
00505	Contract Acute Care Nurse I	2083	01	3,611	4,389
00506	Contract Acute Care Nurse II	2259	01	3,916	4,761
00115	Contract Court Reporter	2259	18	3,916	4,761
09997	Contract District Attorney Investigator	1795	06	3,111	3,782
09999	Contract Employee	0515	00	893	1,085
00218	Contract Health Agency Director	6121	08	10,610	12,894
00216	Contract Health Educator	2001	01	3,468	4,215
00215	Contract Health Officer	6121	08	10,610	12,894
00510	Contract Nurse Midwife	2496	01	4,326	5,261
01239	Contract Park Planner	0515	00	893	1,085
09681	Contract Patient's Rights Advocate	1507	00	2,612	3,174
09998	Contract Programmer/Analyst	1509	00	2,616	3,177
00539	Contract Registered Nurse I	1988	01	3,446	4,188
00538	Contract Registered Nurse II	2156	01	3,737	4,543
01341	Cook I	1149	01	1,992	2,418

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary Step 1	Step 5
01340	Cook II	1382	01	2,395	2,912
01350	Cook III	1485	01	2,574	3,129
00527	Correctional Nurse I	1951	01	3,382	4,111
00528	Correctional Nurse II	2259	01	3,916	4,761
00524	Correctional Nurse Supervisor	2766	05	4,794	5,826
00346	Correctional Technician	1428	13	2,475	3,009
00205	County Administrative Officer	6914	09	11,984	14,567
00108	County Clerk-Recorder	4353	10	9,173	9,173
00302	County Counsel	6026	09	10,445	12,695
00243	County Engineer	4661	09	8,079	9,821
00512	County Physician	2893	00	5,015	6,098
01501	County Social Services Director	5159	09	8,942	10,870
02516	Court Account Clerk	1264	20	2,191	2,662
02541	Court Accountant I	1739	26	3,014	3,664
02542	Court Accountant II	2087	26	3,617	4,397
02543	Court Accountant III	2512	26	4,354	5,294
02514	Court Accounting Technician	1611	20	2,792	3,396
02520	Court Administrative Services Officer I	1726	26	2,992	3,637
02521	Court Administrative Services Officer II	2069	26	3,586	4,359
02522	Court Administrative Services Officer III	2667	26	4,623	5,618
02508	Court Assistant Division Manager	2305	19	3,995	4,855
02504	Court Assistant Executive Officer	3750	25	6,500	7,902
00306	Court Attorney	3923	27	6,800	8,265
00144	Court Automation Analyst I	2591	18	4,491	5,460
02523	Court Automation Analyst II	2852	18	4,943	6,009
00145	Court Automation Specialist	1678	20	2,909	3,536
02535	Court Automation Specialist II	1845	20	3,198	3,888
02536	Court Automation Specialist III	2100	20	3,640	4,425
02509	Court Branch Manager	2305	19	3,995	4,855
02568	Court Cirector of Court Room Operations	2713	24	4,703	5,717
02517	Court Clerk I	1433	20	2,484	3,019
02548	Court Clerk I-Contract	1306	20	2,264	2,753
02518	Court Clerk II	1538	20	2,666	3,241
02549	Court Clerk II-Contract	1402	20	2,430	2,954
02519	Court Clerk III	1640	20	2,843	3,455
01525	Court Conservatorship Investigator	1878	01	3,255	3,959
02505	Court Data Systems Manager	2947	24	5,108	6,209
02561	Court Dir of Inf Techn'gy Svcs	3327	24	5,767	7,010
02569	Court Director of Civil Operations	2713	24	4,703	5,717
02567	Court Director of Criminal Operations	2713	24	4,703	5,717
02507	Court Division Manager	2713	24	4,703	5,717
02570	Court Division Mgr	2305	19	3,995	4,855
00315	Court Executive Officer - Muni	4414	25	7,651	9,301
02547	Court Executive Secretary	1691	20	2,931	3,564
02524	Court Facilities Manager	2214	24	3,838	4,664
02525	Court Family Services Mediator I	2115	20	3,666	4,456
02526	Court Family Services Mediator II	2301	20	3,988	4,848
02527	Court Family Services Supervisor	2508	19	4,347	5,283
02506	Court Fiscal Manager	2781	24	4,820	5,859
02565	Court Human Resources Analyst	2158	26	3,741	4,547
02566	Court Human Resources Director	2713	24	4,703	5,717
02533	Court Intermediate Typist Clerk	1210	20	2,097	2,551
02534	Court Interpreter Coordinator	1907	19	3,305	4,016
02512	Court Jury Services Supervisor	1943	19	3,368	4,092
02528	Court Legal Clerk I	1309	20	2,269	2,758
02529	Court Legal Clerk II	1433	20	2,484	3,019
02502	Court Legal Process Clerk I	1309	20	2,269	2,758
02503	Court Legal Process Clerk II	1433	20	2,484	3,019
02530	Court Legal Process Clerk III	1545	20	2,678	3,253
02501	Court Legal Process Clerk Trainee	1093	20	1,895	2,302
02531	Court Legal Process Supervisor	1686	19	2,922	3,553
02539	Court Librarian II	1649	19	2,858	3,474
02540	Court Library Assistant	1166	20	2,021	2,454
02562	Court Management Analyst I	2255	26	3,909	4,751
02563	Court Management Analyst II	2500	26	4,333	5,268
02564	Court Management Analyst III	2852	26	4,943	5,566
02572	Court Network Administrator	2852	27	4,943	6,009
02560	Court Operations Supervisor	2146	19	3,720	4,521
02510	Court Personnel/Payroll Coordinator I	1726	26	2,992	3,637
02511	Court Personnel/Payroll Coordinator II	2713	26	4,703	5,717
02532	Court Probate Investigator	2099	20	3,638	4,423
00129	Court Reporter	2413	18	4,183	5,086
02537	Court Reporter Supervisor	2628	18	4,555	5,536

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
02500	Court Room Clerk Coordinator	1739	20	3,014	3,664
02544	Court Secretary I	1339	20	2,321	2,822
02545	Court Secretary II	1437	20	2,491	3,026
02546	Court Secretary III	1610	20	2,791	3,394
02515	Court Senior Account Clerk	1446	20	2,506	3,047
02538	Court Senior Typist Clerk	1223	20	2,120	2,576
02571	Court Student Intern Trainee	0675	00	1,170	1,421
02513	Court Supervising Accounting Technician	1803	19	3,125	3,798
00350	Crime Prevention Specialist	2190	21	3,796	4,616
00410	Cross Connection Inspector	1997	01	3,461	4,209
01330	Custodial Supervisor	1658	05	2,874	3,493
01335	Custodian	1188	02	2,059	2,501
08896	Data Center Manager	3643	07	6,315	7,675
00985	Data Entry Operator I	1147	13	1,988	2,415
00991	Data Entry Operator I - Confidential	1182	11	2,049	2,489
00984	Data Entry Operator II	1242	13	2,153	2,616
00981	Data Entry Operator II - Confidential	1278	11	2,215	2,692
00983	Data Entry Operator III	1352	13	2,343	2,850
00982	Data Entry Operator III - Confidential	1393	11	2,415	2,936
00986	Data Entry Operator Trainee	1035	13	1,794	2,181
00989	Data Entry Operator Trainee - Confidential	1067	11	1,849	2,248
08895	Data Processing Project Supervisor	3338	07	5,786	7,032
02010	Department Personnel Technician	1388	13	2,406	2,924
02011	Department Personnel Technician - Conf.	1429	11	2,477	3,011
08898	Departmental Automation Analyst	1918	07	3,325	4,042
08899	Departmental Automation Coordinator	1193	01	2,068	2,515
08901	Departmental Automation Coordinator I	1224	01	2,122	2,577
08902	Departmental Automation Coordinator II	1360	01	2,357	2,865
08905	Departmental Automation Program Supervisor	2910	07	5,044	6,131
08903	Departmental Automation Specialist I	1825	01	3,163	3,846
08904	Departmental Automation Specialist II	2188	01	3,793	4,611
08906	Departmental Automation Specialist III	2536	01	4,396	5,344
00804	Deputy Agricultural Commissioner	2504	05	4,340	5,275
00901	Deputy Auditor-Controller	3878	08	6,722	8,173
02251	Deputy Chief Information Officer	3970	08	6,881	8,365
00319	Deputy Chief Probation Officer	3677	08	6,373	7,748
08881	Deputy County Administrator	3979	08	6,897	8,382
00111	Deputy County Clerk	3332	07	5,775	7,022
00313	Deputy County Counsel I	2594	12	4,496	5,465
00317	Deputy County Counsel II	3003	12	5,205	6,328
00318	Deputy County Counsel III	3474	12	6,022	7,320
00312	Deputy County Counsel IV	4348	12	7,537	9,161
00649	Deputy County Engineer - Administration	3796	08	6,580	7,998
00647	Deputy County Engineer - Engineering Services	3796	08	6,580	7,998
03002	Deputy County Health Officer	5509	08	9,549	11,606
00854	Deputy Director of General Services	3918	08	6,791	8,256
09514	Deputy Director of Social Services	4001	08	6,935	8,431
00662	Deputy Director-Admin-Dept of Public Wrks/T	4419	08	7,660	9,311
00663	Deputy Director-Eng Svcs-Dept of Public Wks/T	4419	08	7,660	9,311
00308	Deputy District Attorney I	2594	04	4,496	5,465
00309	Deputy District Attorney II	3003	04	5,205	6,328
00311	Deputy District Attorney III	3474	04	6,022	7,320
00314	Deputy District Attorney IV	4348	04	7,537	9,161
00324	Deputy Probation Officer I	1613	31	2,796	3,399
00323	Deputy Probation Officer II	1938	31	3,359	4,084
00321	Deputy Probation Officer III	1921	05	3,330	4,047
00721	Deputy Recorder	2144	07	3,716	4,517
00719	Deputy Registrar of Voters	3013	07	5,223	6,347
00822	Deputy Sealer Weights & Measures	1906	05	3,304	4,014
00338	Deputy Sheriff	2492	03	4,319	5,250
00855	Deputy Treasurer-Tax Collector	3878	08	6,722	8,173
00554	Diagnostic Medical Sonographer	1985	01	3,441	4,181
00546	Dialysis Care Technician I	1332	01	2,309	2,806
00547	Dialysis Care Technician II	1402	01	2,430	2,954
00591	Dialysis Equipment Technician I	1729	02	2,997	3,642
00592	Dialysis Equipment Technician II	1907	02	3,305	4,016
01343	Diet Assistant	1090	01	1,889	2,297
01349	Dietetic Technician	1432	01	2,482	3,018
00507	Director of Admitting Services	1656	07	2,870	3,489
00827	Director of Air Pollution Control	4268	07	7,398	8,991
00236	Director of Ambulatory Care Services	3741	07	6,484	7,881
01408	Director of Animal Regulation (Non-Vet)	2452	08	4,250	5,167
01409	Director of Animal Regulation (Vet)	2947	08	5,108	6,209

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
03070	Director of Behavioral Health Services	5159	09	8,942	10,870
00256	Director of Child Support Services	5019	09	8,700	10,577
08596	Director of Drug & Alcohol Services	4071	07	7,056	8,578
08401	Director of Environmental Health	4071	07	7,056	8,578
00509	Director of Health Promotion Services	2575	07	4,463	5,425
00859	Director of Information Services	4699	08	8,145	9,901
00570	Director of Medical Social Services	1710	05	2,964	3,604
00502	Director of Mental Health Services	6671	07	11,563	14,056
00503	Director of Mental Health Srvs - Non Medical	4870	08	8,441	10,263
00530	Director of Nursing Services	3705	07	6,422	7,805
00499	Director of Patient Financial Services	2439	07	4,228	5,138
00600	Director of Pharmacy Services	4167	07	7,223	8,779
00237	Director of Planning/Building	4765	09	8,259	10,039
00412	Director of Public Health Nursing	3223	07	5,587	6,791
03000	Director of Public Health/Health Officer	6121	08	10,610	12,894
00245	Director of Public Works and Transportation	5459	09	9,462	11,502
00105	District Attorney	6026	10	12,695	12,695
09645	District Attorney Investigator I	2712	06	4,701	5,715
09646	District Attorney Investigator II	3103	06	5,379	6,538
09647	District Attorney Investigator III	3391	06	5,878	7,145
01214	District Ranger	1698	05	2,943	3,578
08598	Drug & Alcohol Advisor	1748	01	3,030	3,682
08597	Drug & Alcohol Health Educator	1831	01	3,174	3,858
08610	Drug & Alcohol Program Supervisor	2334	05	4,046	4,919
08605	Drug & Alcohol Services Division Manager	2713	07	4,703	5,717
08620	Drug & Alcohol Services Specialist I	1533	01	2,657	3,233
08621	Drug & Alcohol Services Specialist II	1777	01	3,080	3,744
08622	Drug & Alcohol Services Specialist III	1956	01	3,390	4,122
08623	Drug & Alcohol Services Specialist IV	2161	01	3,746	4,552
08615	Drug & Alcohol Svcs Clinical Programs Mgr	3029	07	5,250	6,380
08606	Drug & Alcohol Worker Aide	1041	01	1,804	2,193
08607	Drug & Alcohol Worker I	1328	01	2,302	2,798
08608	Drug & Alcohol Worker II	1456	01	2,524	3,066
08601	Drug and Alcohol Therapist I	1298	01	2,250	2,735
00380	Economic Crime Officer I	1473	01	2,553	3,103
00381	Economic Crime Officer II	1623	01	2,813	3,418
00382	Economic Crime Officer III	1704	01	2,954	3,590
00383	Economic Crime Technician I	1485	01	2,574	3,129
00384	Economic Crime Technician II	1559	01	2,702	3,285
00356	Economic Crime Unit Coordinator	2893	07	5,015	6,098
01539	Eligibility Technician I	1269	01	2,200	2,673
01540	Eligibility Technician II	1381	01	2,394	2,910
01541	Eligibility Technician III	1530	01	2,652	3,224
00844	Emergency Services Coordinator I	2223	07	3,853	4,685
00845	Emergency Services Coordinator II	2575	07	4,463	5,425
00846	Emergency Services Coordinator III	3013	07	5,223	6,347
01544	Employment/Resource Specialist I	1269	01	2,200	2,673
01545	Employment/Resource Specialist II	1381	01	2,394	2,910
01546	Employment/Resource Specialist III	1530	01	2,652	3,224
01547	Employment/Resource Specialist IV	1635	01	2,834	3,446
01550	Employment/Services Supervisor	1875	05	3,250	3,950
01548	Employment/Services Supervisor I	1559	05	2,702	3,285
01549	Employment/Services Supervisor II	1670	05	2,895	3,520
00641	Engineer I	2143	01	3,715	4,515
00640	Engineer II	2454	01	4,254	5,171
00634	Engineer III	2794	01	4,843	5,888
00633	Engineer IV	3204	05	5,554	6,750
00632	Engineer V	3666	07	6,354	7,722
00651	Engineering Administrator	3332	07	5,775	7,022
00646	Engineering Aide	1276	01	2,212	2,688
01124	Engineering Equipment Manager	2713	07	4,703	5,717
02904	Environmental Division Manager	3518	07	6,098	7,413
08406	Environmental Health Aide	1404	01	2,434	2,957
08413	Environmental Health Specialist I	1831	01	3,174	3,858
08414	Environmental Health Specialist II	2101	01	3,642	4,427
08415	Environmental Health Specialist III	2317	01	4,016	4,883
00877	Environmental Quality Coord	3518	07	6,098	7,413
02803	Environmental Resource Specialist	2397	01	4,155	5,051
00881	Environmental Specialist I	1801	07	3,122	3,794
00882	Environmental Specialist II	2350	07	4,073	4,952
00439	Epidemiological Specialist	1443	01	2,501	3,042
00437	Epidemiologist	2794	07	4,843	5,888
01121	Equipment Mechanic I	1724	02	2,988	3,633

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
01120	Equipment Mechanic II	1881	02	3,260	3,964
01122	Equipment Mechanic Supervisor	1961	05	3,399	4,132
01123	Equipment Service Worker	1284	02	2,226	2,704
01332	Executive Housekeeper	1467	05	2,543	3,091
01314	Facilities Maintenance Mechanic I	1396	02	2,420	2,941
01316	Facilities Maintenance Mechanic II	1515	02	2,626	3,195
01315	Facilities Maintenance Mechanic III	1819	02	3,153	3,832
00300	Family Court Mediator I	1883	01	3,264	3,968
00304	Family Court Mediator II	2056	01	3,564	4,332
00529	Family Nurse Practitioner	2475	01	4,290	5,214
09621	Family Support Officer I	1473	01	2,553	3,103
09622	Family Support Officer II	1623	01	2,813	3,418
09682	Family Support Officer III	1704	01	2,954	3,590
00812	Field and Lab Assistant	1292	01	2,239	2,723
00780	Financial Analyst I	1854	07	3,214	3,905
00781	Financial Analyst II	2225	07	3,857	4,689
00782	Financial Analyst III	3013	07	5,223	6,347
00364	Fire Captain	2082	00	3,609	4,387
00363	Fire Captain - Shift	1487	00	3,608	4,385
00360	Fire Chief	2933	00	5,084	6,181
00366	Fire Engineer	1821	00	3,156	3,836
00365	Fire Engineer - Shift	1301	00	3,157	3,837
00358	Fire Marshal	2082	00	3,609	4,387
00368	Firefighter	1666	00	2,888	3,508
00367	Firefighter - Shift	1190	00	2,888	3,514
02300	Fleet Manager	3158	07	5,474	6,654
02301	Fleet Shop Supervisor	2099	05	3,638	4,423
00354	Food Service Supervisor - Corrections	1840	05	3,189	3,877
01351	Food Service Supervisor - Healthcare	1713	05	2,969	3,609
01344	Food Service Worker	1074	01	1,862	2,262
00655	Franchise Administrator I	1854	07	3,214	3,905
00656	Franchise Administrator II	2225	07	3,857	4,689
00657	Franchise Administrator III	3013	07	5,223	6,347
00659	Franchise Program Tech I	1277	01	2,213	2,690
00660	Franchise Program Tech II	1537	01	2,664	3,240
00247	General Services Administrator	3518	07	6,098	7,413
00248	General Services Director	4893	09	8,481	10,310
01212	Golf Course Superintendent	2702	07	4,683	5,692
01217	Golf Course Supervisor	2169	05	3,760	4,571
01234	Greenskeeper	1597	02	2,768	3,364
01319	Groundskeeper	1251	02	2,168	2,636
00536	Head Nurse	2387	01	4,137	5,028
00226	Health Agency Administrator I	2575	07	4,463	5,425
00227	Health Agency Administrator II	3090	07	5,356	6,510
00228	Health Agency Administrator III	3843	07	6,661	8,096
00229	Health Agency Administrator IV	4289	08	7,434	9,034
00217	Health Agency Deputy Director - Admin	3897	08	6,755	8,213
00211	Health Agency Director (Non-Medical)	5034	09	8,726	10,606
00872	Health Care Analyst	2575	07	4,463	5,425
00221	Health Education Specialist	1494	01	2,590	3,146
00212	Hlth Agency Director/Hlth Officer (Medical)	6675	09	11,570	14,063
01346	Home Economist Aide	0821	01	1,423	1,730
00428	Home Health Aide	1095	01	1,898	2,307
00429	Home Health Registered Nurse I	1988	01	3,446	4,188
00430	Home Health Registered Nurse II	2091	01	3,624	4,406
00431	Home Health Therapy Coordinator	2031	01	3,520	4,281
01572	Homemaker	1063	01	1,843	2,241
00456	Homemaker Services Coordinator	1522	05	2,638	3,207
00454	Homemaker Services Field Supervisor	1125	05	1,950	2,369
01322	Hospital Administrative Assistant	1313	01	2,276	2,766
00234	Hospital Administrator I	2257	07	3,912	4,756
00235	Hospital Administrator II	2708	07	4,694	5,704
00595	Hospital Attendant	1180	01	2,045	2,486
00232	Hospital Chief Financial Officer	4191	08	7,264	8,831
00233	Hospital Chief Operations Officer	4191	08	7,264	8,831
01320	Hospital Plant Engineer	2100	05	3,640	4,425
08537	Hospital Systems Coordinator	2097	07	3,635	4,418
00508	Hospital Unit Clerk	1269	13	2,200	2,673
01333	Housekeeper	1103	01	1,912	2,324
00220	Humane Educator	1242	01	2,153	2,616
09611	Hydraulic Operations Administrator I	1937	05	3,357	4,082
09612	Hydraulic Operations Administrator II	2141	05	3,711	4,510
09680	Hydraulic Operations Administrator III	2439	05	4,228	5,138

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary Step 1	Step 5
02252	Information Technology Manager	3518	07	6,098	7,413
00952	Intermediate Typist Clerk	1058	13	1,834	2,229
00950	Intermediate Typist Clerk - Confidential	1090	11	1,889	2,297
00370	Juvenile Services Officer I	1507	31	2,612	3,174
00371	Juvenile Services Officer II	1659	31	2,876	3,494
00372	Juvenile Services Officer III	1825	31	3,163	3,846
01420	Kennel Worker	1208	02	2,094	2,545
00447	Laboratory Assistant I	1083	01	1,877	2,283
00446	Laboratory Assistant II	1237	01	2,144	2,607
00937	Law Clerk	1410	01	2,444	2,973
00936	Law Clerk - Confidential	1482	11	2,569	3,123
00869	Law Librarian - Contract	1333	00	2,311	2,810
01334	Lead Custodian	1323	02	2,293	2,787
01233	Lead Greenskeeper	1814	02	3,144	3,822
00860	Legal Assistant	1559	01	2,702	3,285
09601	Legal Clerk I	1269	13	2,200	2,673
09606	Legal Clerk I - Confidential	1307	11	2,265	2,754
09602	Legal Clerk II	1445	13	2,505	3,045
09607	Legal Clerk II - Confidential	1488	11	2,579	3,134
09603	Legal Clerk III	1551	13	2,688	3,269
09608	Legal Clerk III - Confidential	1599	11	2,772	3,370
09600	Legal Clerk Trainee	1058	13	1,834	2,229
09605	Legal Clerk Trainee - Confidential	1090	11	1,889	2,297
09642	Legal Process Clerk I	1309	20	2,269	2,758
09641	Legal Process Clerk II	1433	20	2,484	3,019
09639	Legal Process Clerk III	1545	20	2,678	3,253
09610	Legal Process Clerk Trainee	0995	20	1,725	2,097
08799	Legislative Assistant	2146	11	3,720	3,720
01003	Librarian I	1602	01	2,777	3,375
01004	Librarian II	1785	05	3,094	3,760
01011	Librarian III	1966	05	3,408	4,141
01013	Library Assistant	1209	01	2,096	2,546
00210	Library Director	3967	09	6,876	8,358
01009	Library Driver Clerk I	1016	01	1,761	2,141
01010	Library Driver Clerk II	1209	01	2,096	2,546
01014	Library Technician I	0946	13	1,640	1,993
01015	Library Technician II	1034	13	1,792	2,179
01016	Library Technician III	1126	13	1,952	2,371
00543	Licensed Vocational Nurse	1476	01	2,558	3,110
00334	Lieutenant	4009	15	6,949	8,445
01237	Lifeguard I	0882	02	1,529	1,858
01236	Lifeguard II	1021	02	1,770	2,151
01324	Linen Services Coordinator	1323	02	2,293	2,787
01006	Literacy Program Assistant	1225	01	2,123	2,581
01317	Locksmith-Maintenance Worker	1819	02	3,153	3,832
00957	Mail Clerk	1058	13	1,834	2,229
09669	Maintenance & Service Trainee	0914	02	1,584	1,926
01307	Maintenance Painter I	1641	02	2,844	3,456
01308	Maintenance Painter II	1819	02	3,153	3,832
01306	Maintenance Painter Leadworker	1947	02	3,375	4,101
01620	Mapping/Graphics Systems Specialist I	1543	01	2,675	3,250
01621	Mapping/Graphics Systems Specialist II	1825	01	3,163	3,846
01622	Mapping/Graphics Systems Specialist III	2188	01	3,793	4,611
01608	Mapping/Graphics Technician I	1312	01	2,274	2,765
01609	Mapping/Graphics Technician II	1554	01	2,694	3,276
01607	Mapping/Graphics Trainee	1091	01	1,891	2,298
06003	Med Svcs-Dir of Admitting Services	2225	07	3,857	4,689
06000	Med Svcs-Dir of Ancillary Services	3518	07	6,098	7,413
06002	Med Svcs-Dir of Business Services	3090	07	5,356	6,510
06001	Med Svcs-Dir of Clinical Programs	3518	07	6,098	7,413
00594	Medical Assistant	1180	01	2,045	2,486
00580	Medical Records Administrator	2563	07	4,443	5,399
00582	Medical Records Technician	1374	13	2,382	2,896
00584	Medical Staff Secretary	1321	13	2,290	2,782
00949	Medical Transcriber	1308	13	2,267	2,756
00583	Medical Utiliz Review Spec	1356	13	2,350	2,858
08532	Mental Health Administrator	3518	07	6,098	7,413
08540	Mental Health Advocate	1552	01	2,690	3,273
08533	Mental Health Clinical Program Manager	3029	07	5,250	6,380
00519	Mental Health Medical Director	6671	07	11,563	14,056
08535	Mental Health Medical Records Supervisor	1742	05	3,019	3,669
08573	Mental Health Nurse I	2008	01	3,481	4,229
08572	Mental Health Nurse II	2259	01	3,916	4,761

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary Step 1	Step 5
08571	Mental Health Nurse III	2448	01	4,243	5,158
08570	Mental Health Nurse Trainee	1909	01	3,309	4,020
08568	Mental Health Pre-Licensed Nurse	1758	01	3,047	3,704
08525	Mental Health Program Supervisor	2450	05	4,247	5,164
08569	Mental Health Supervising Nurse	2673	05	4,633	5,632
08529	Mental Health Therapist I	1579	01	2,737	3,326
08528	Mental Health Therapist II	1828	01	3,169	3,851
08527	Mental Health Therapist III	2013	01	3,489	4,243
08526	Mental Health Therapist IV	2225	01	3,857	4,689
08576	Mental Health Worker Aide	1012	01	1,754	2,134
08575	Mental Health Worker I	1291	01	2,238	2,721
08574	Mental Health Worker II	1416	01	2,454	2,983
00979	Microcomputer Technician I	1723	01	2,987	3,630
00980	Microcomputer Technician II	1937	01	3,357	4,082
00116	Municipal Court Account Clerk	1040	20	1,803	2,191
00117	Municipal Court Accounting Technician	1328	20	2,302	2,798
00136	Municipal Court Automation Analyst	2782	18	4,822	5,860
00125	Municipal Court Clerk I	1306	20	2,264	2,753
00126	Municipal Court Clerk II	1402	20	2,430	2,954
00137	Municipal Court Clerk Trainee	1193	20	2,068	2,515
00119	Municipal Court Inter Typist Clerk	0995	20	1,725	2,097
00138	Municipal Court Legal Process Clerk	1020	20	1,768	2,149
00120	Municipal Court Legal Process Clerk I	1193	20	2,068	2,515
00121	Municipal Court Legal Process Clerk II	1306	20	2,264	2,753
00122	Municipal Court Legal Process Clerk III	1382	20	2,395	2,912
00142	Municipal Court Senior Account Clerk	1217	20	2,109	2,564
00118	Municipal Court Typist Clerk	0936	20	1,622	1,973
01711	Network Hardware Specialist I	1723	01	2,987	3,630
01712	Network Hardware Specialist II	1937	01	3,357	4,082
00526	Nurse Midwife	2496	01	4,326	5,261
00457	Nurse Practitioner/Physician's Assistant	2743	01	4,755	5,779
08900	Office Automation Manager	3421	07	5,930	7,209
00967	Page	0946	13	1,640	1,993
09781	Park Aide I	0823	02	1,427	1,733
09782	Park Aide II	0973	02	1,687	2,051
00968	Park Gate Attendant	0977	02	1,693	2,059
01203	Park Operations Coordinator	2131	01	3,694	4,491
01200	Park Planner I	1638	01	2,839	3,451
01201	Park Planner II	2050	01	3,553	4,321
01202	Park Planner III	2266	01	3,928	4,774
01223	Park Ranger Aide	1155	02	2,002	2,435
01222	Park Ranger I	1381	02	2,394	2,910
01221	Park Ranger II	1597	02	2,768	3,364
01220	Park Ranger III	1814	02	3,144	3,822
01210	Park Ranger Specialist	1994	02	3,456	4,202
01207	Parks Facilities Manager	3327	07	5,767	7,010
01208	Parks Superintendent - Maintenance	2702	07	4,683	5,692
01209	Parks Superintendent - Operations	2702	07	4,683	5,692
01219	Parks Supervisor	1870	05	3,241	3,940
08538	Patient Services Representative	1336	01	2,316	2,815
02805	Permit Technician	1516	01	2,628	3,196
01560	Personal Care Aide	1213	01	2,103	2,557
00874	Personnel Analyst I	2223	07	3,853	4,685
00873	Personnel Analyst II	2575	07	4,463	5,425
00864	Personnel Analyst III	3013	07	5,223	6,347
00856	Personnel Director	4742	09	8,219	9,989
00857	Personnel Technician - Confidential	1920	11	3,328	4,046
00820	Pest Detection Trapper	1045	01	1,811	2,203
00567	Pharmacist	2969	01	5,146	6,256
00598	Pharmacist I	3357	01	5,819	7,072
00599	Pharmacist II	3767	01	6,529	7,937
00568	Pharmacy Technician	1115	01	1,933	2,352
03570	Pharmacy Technician I	1215	01	2,106	2,560
03571	Pharmacy Technician II	1385	01	2,401	2,917
00569	Pharmacy Technician Trainee	1117	01	1,936	2,356
00575	Physical or Occupational Therapist Aide	1375	01	2,383	2,898
00574	Physical or Occupational Therapist Asst	1256	01	2,177	2,647
00571	Physical or Occupational Therapist I	2080	01	3,605	4,382
00572	Physical or Occupational Therapist II	2291	01	3,971	4,827
02800	Planner I	1762	01	3,054	3,713
02801	Planner II	1983	01	3,437	4,177
02802	Planner III	2209	01	3,829	4,654
00607	Planning Drafter	1379	01	2,390	2,905

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary Step 1	Step 5
00606	Planning Technician	1516	01	2,628	3,196
00500	Pre-Licensed Correctional Nurse	1755	01	3,042	3,699
00541	Pre-Licensed Nurse	1755	01	3,042	3,699
00716	Principal Accountant-Auditor	3292	07	5,706	6,939
00902	Principal Accounting Systems Analyst	3292	07	5,706	6,939
08886	Principal Administrative Analyst	3518	07	6,098	7,413
00703	Principal Appraiser	3226	07	5,592	6,796
01705	Principal Building Inspector	2856	07	4,950	6,016
01706	Principal Building Plans Examiner	2856	07	4,950	6,016
00299	Principal Deputy District Attorney	4707	07	8,159	9,915
02804	Principal Environmental Specialist	3013	07	5,223	6,347
00875	Principal Personnel Analyst	3518	07	6,098	7,413
00602	Principal Planner	3144	07	5,450	6,623
09508	Principal Social Services Division Manager	3518	07	6,098	7,413
00326	Probation Assistant	1457	01	2,525	3,070
00320	Probation Division Manager	3034	07	5,259	6,393
00975	Programmer - Confidential	2169	11	3,760	4,571
00974	Programmer Analyst I	2603	07	4,512	5,486
00973	Programmer Analyst II	2891	07	5,011	6,091
00609	Property Management Aide	1360	01	2,357	2,865
00614	Property Manager	3231	07	5,600	6,809
00587	Property Transfer Tech I	1299	13	2,252	2,737
00588	Property Transfer Tech II	1425	13	2,470	3,004
00589	Property Transfer Tech III	1560	13	2,704	3,286
00586	Property Transfer Tech Trainee	1165	13	2,019	2,453
00525	Psychologist	2774	01	4,808	5,847
00422	Public Health Aide I	1033	01	1,791	2,177
00423	Public Health Aide II	1092	01	1,893	2,300
00424	Public Health Aide III	1241	01	2,151	2,614
00442	Public Health Microbiologist I	2022	01	3,505	4,259
00441	Public Health Microbiologist II	2236	01	3,876	4,709
00443	Public Health Microbiologist III	2183	01	3,784	4,599
00417	Public Health Nurse	2376	01	4,118	5,008
01347	Public Health Nutritionist I	1949	01	3,378	4,105
01348	Public Health Nutritionist II	2148	01	3,723	4,524
09685	Public Information Officer	2575	07	4,463	5,425
02906	Public Works Administrator	3518	07	6,098	7,413
01115	Public Works Leadworker	1830	02	3,172	3,857
01112	Public Works Section Supervisor	2125	05	3,683	4,477
01105	Public Works Worker I	1306	02	2,264	2,753
01117	Public Works Worker II	1447	02	2,508	3,049
01119	Public Works Worker III	1525	02	2,643	3,212
01103	Public Works Worker IV	1678	02	2,909	3,536
01125	Purchasing Technician	1291	01	2,238	2,721
00559	Radiological Technologist I	1379	01	2,390	2,905
00558	Radiological Technologist II	1652	01	2,863	3,482
00557	Radiological Technologist III	1737	01	3,011	3,661
00540	Registered Nurse I	2083	01	3,611	4,389
00537	Registered Nurse II	2259	01	3,916	4,761
01000	Reprographics Leadworker	1574	01	2,728	3,318
00996	Reprographics Technician I	1042	01	1,806	2,194
00992	Reprographics Technician II	1305	01	2,262	2,751
00994	Reprographics Technician III	1500	01	2,600	3,162
00337	Reserve Deputy Sheriff	1994	00	3,456	4,202
00359	Reserve Firefighter	0515	00	893	1,085
01708	Resource Protection Specialist I	1762	01	3,054	3,713
01709	Resource Protection Specialist II	2209	01	3,829	4,654
01710	Resource Protection Specialist III	2439	01	4,228	5,138
00545	Respiratory Care Practitioner	1789	01	3,101	3,770
00871	Retirement Trust Executive Secretary	2309	07	4,002	4,864
09670	Ridesharing Coordinator	2439	07	4,228	5,138
00642	Right-of-Way Agent	3402	07	5,897	7,169
09657	Risk Management Analyst I	2223	07	3,853	4,685
09658	Risk Management Analyst II	2575	07	4,463	5,425
09663	Risk Management Analyst III	3013	07	5,223	6,347
09674	Risk Manager	3518	07	6,098	7,413
00661	Road Maintenance Superintendent	3025	07	5,243	6,373
00814	Rodent Control Foreman	1046	01	1,813	2,205
00925	Secretary - Confidential	1404	11	2,434	2,957
00883	Secretary I	1347	13	2,335	2,837
00886	Secretary I - Confidential	1404	11	2,434	2,957
00884	Secretary II	1445	13	2,505	3,045
00887	Secretary II - Confidential	1488	11	2,579	3,134

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
00909	Senior Account Clerk	1362	13	2,361	2,870
00929	Senior Account Clerk - Confidential	1403	11	2,432	2,955
00838	Senior Air Pollution Control Engineer	2658	01	4,607	5,602
00837	Senior Air Quality Specialist	2264	01	3,924	4,770
01302	Senior Automotive Mechanic	1642	02	2,846	3,460
00976	Senior Board of Supervisors Clerk	1453	05	2,519	3,061
00619	Senior Capital Projects Coordinator	2590	05	4,489	5,458
00551	Senior Clinical Laboratory Technologist	2073	01	3,593	4,368
00969	Senior Communications Technician	2338	01	4,053	4,926
00415	Senior Community Health Nurse	2163	01	3,749	4,557
01714	Senior Computer Sys Tech - Confidential	2190	11	3,796	4,616
00644	Senior Engineering Aide	1535	01	2,661	3,236
00593	Senior Medical Records Technician	1514	13	2,624	3,193
00945	Senior Medical Transcriber	1438	13	2,493	3,030
00972	Senior Microcomputer Technician	2131	01	3,694	4,491
09515	Senior Park Gate Attendant	1131	02	1,960	2,382
00865	Senior Personnel Tech - Confidential	2110	11	3,657	4,446
00555	Senior Pharmacist	3953	01	6,852	8,330
00603	Senior Planner	2439	05	4,228	5,138
00995	Senior Programmer Analyst	3182	07	5,515	6,703
00421	Senior Public Health Nurse	2546	01	4,413	5,363
06010	Senior Radiological/Ultrasound Technologist	2083	01	3,611	4,389
00585	Senior Respiratory Care Practitioner	1877	01	3,253	3,957
01533	Senior Social Services Investigator	1977	01	3,427	4,165
00946	Senior Steno Clerk	1338	13	2,319	2,818
01321	Senior Storekeeper	1439	02	2,494	3,032
00966	Senior Systems Analyst	3182	07	5,515	6,703
00978	Senior Systems Software Specialist	3254	07	5,640	6,855
00930	Senior Typist Clerk - Confidential	1307	11	2,265	2,754
00951	Senior Typist Clerk/Senior Clerk	1269	13	2,200	2,673
09620	Senior Victim/Witness Coordinator	1871	05	3,243	3,942
09613	Senior Water Systems Chemist	2565	01	4,446	5,403
00336	Sergeant	3026	14	5,245	6,375
00351	Sheriff's Automation Analyst	2169	07	3,760	4,571
00352	Sheriff's Automation Supervisor	2891	07	5,011	6,091
00339	Sheriff's Cadet	2190	21	3,796	4,616
00331	Sheriff's Chief Deputy	5148	16	8,923	10,845
00357	Sheriff's Correctional Lieutenant	3632	15	6,295	7,653
00347	Sheriff's Correctional Officer	2190	03	3,796	4,616
00335	Sheriff's Correctional Sergeant	2741	14	4,751	5,775
00349	Sheriff's Correctional Supervisor	2181	14	3,780	4,595
00342	Sheriff's Dispatcher	1836	22	3,182	3,867
05000	Sheriff's Dispatcher Supervisor	2213	22	3,836	4,663
00348	Sheriff's Property Officer	2190	21	3,796	4,616
00345	Sheriff's Senior Correctional Officer	2417	03	4,189	5,093
00340	Sheriff's Senior Deputy	2741	03	4,751	5,775
00343	Sheriff's Senior Dispatcher	2012	22	3,487	4,241
02591	Sheriff's Systems Coordinator	2602	07	4,510	5,483
00107	Sheriff-Coroner	5663	10	11,931	11,931
09510	Social Services Division Manager	3113	07	5,396	6,559
01518	Social Services In-Home Counselor	1449	01	2,512	3,052
01531	Social Services Investigator	1882	01	3,262	3,966
09507	Social Services Principal Fiscal Manager	3518	07	6,098	7,413
01529	Social Services Program Review Tech	1471	01	2,550	3,099
01522	Social Services Program Specialist I	2340	07	4,056	4,930
01521	Social Services Program Specialist II	2575	07	4,463	5,425
01555	Social Svcs Program Review Specialist	1635	01	2,834	3,446
01536	Social Worker I	1506	01	2,610	3,172
01532	Social Worker II	1642	01	2,846	3,460
01524	Social Worker III	1813	01	3,143	3,820
01519	Social Worker IV	2094	01	3,630	4,411
01512	Social Worker Supervisor I	2040	05	3,536	4,297
01516	Social Worker Supervisor II	2341	05	4,058	4,933
00610	Solid Waste Coordinator I	1813	01	3,143	3,820
00611	Solid Waste Coordinator II	2272	01	3,938	4,787
00612	Solid Waste Coordinator III	2509	01	4,349	5,285
03001	Sr Physical or Occupational Therapist	2448	05	4,243	5,158
00522	Staff Psychiatrist	5896	07	10,220	12,423
00948	Stenographer Clerk	1091	13	1,891	2,298
01338	Stock Clerk	1111	02	1,926	2,340
01336	Storekeeper I	1188	02	2,059	2,501
01331	Storekeeper II	1307	02	2,265	2,754
00369	Student Firefighter	0515	00	893	1,085

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
09673	Student Intern Trainee	0515	00	893	1,085
00307	Sup Court Comm/Juve Court Referee	4690	25	8,129	9,883
00140	Sup Ct Exec/Jury Comm/Clk of the Ct	4413	25	7,649	9,298
00932	Superior Court Clerk I	1433	20	2,484	3,019
00931	Superior Court Clerk II	1538	20	2,666	3,241
00124	Superior Court Judge	5529	23	11,648	11,648
00934	Superior Court Secretary	1491	13	2,584	3,141
00898	Supervising Accounting Tech - Confidential	1645	11	2,851	3,465
00899	Supervising Accounting Technician	1597	05	2,768	3,364
00927	Supervising Admin Clerk I	1465	05	2,539	3,087
00938	Supervising Admin Clerk I - Confidential	1508	11	2,614	3,175
00928	Supervising Admin Clerk II	1640	05	2,843	3,455
00939	Supervising Admin Clerk II - Confidential	1690	11	2,929	3,562
00842	Supervising Air Pollution Control Engineer	3029	05	5,250	6,380
00840	Supervising Air Quality Specialist	2742	05	4,753	5,777
00724	Supervising Appraiser	2566	05	4,448	5,406
00725	Supervising Auditor-Appraiser	3292	07	5,706	6,939
01325	Supervising Automotive Mechanic	1983	05	3,437	4,177
01600	Supervising Building Inspector	2415	05	4,186	5,089
01700	Supervising Building Plans Examiner	2594	05	4,496	5,465
09644	Supervising Buyer	1974	05	3,422	4,160
00597	Supervising Clinical Lab Technologist	2279	05	3,950	4,803
01323	Supervising Custodial Leadworker	1455	02	2,522	3,065
00373	Supervising Deputy Probation Officer	2325	32	4,030	4,898
09675	Supervising District Attorney Investigator	3685	06	6,387	7,762
01542	Supervising Eligibility Tech I	1875	05	3,250	3,950
01543	Supervising Eligibility Tech II	2060	05	3,571	4,340
08416	Supervising Environmental Health Specialist	2687	05	4,657	5,661
01318	Supervising Facility Maintenance Mechanic	2160	05	3,744	4,550
00305	Supervising Family Court Mediator	2162	05	3,747	4,555
09683	Supervising Family Support Officer	1958	05	3,394	4,125
00893	Supervising Financial Technician	1597	05	2,768	3,364
02660	Supervising Juvenile Services Officer	1968	32	3,411	4,144
09604	Supervising Legal Clerk	1682	05	2,915	3,543
09609	Supervising Legal Clerk - Confidential	1732	11	3,002	3,650
09640	Supervising Legal Process Clerk	1535	19	2,661	3,236
01002	Supervising Librarian	2163	05	3,749	4,557
01007	Supervising Library Assistant	1388	05	2,406	2,924
01610	Supervising Mapping/Graphics Technician	1780	05	3,085	3,749
00141	Supervising Muni Court Legal Process Clerk	1535	20	2,661	3,236
00534	Supervising Nurse	2634	05	4,566	5,548
01204	Supervising Park Ranger	2169	05	3,760	4,571
08539	Supervising Patient Services Rep	1441	05	2,498	3,035
00573	Supervising Physical or Occupational Ther	2865	07	4,966	6,035
01707	Supervising Planner	2682	05	4,649	5,651
00579	Supervising Property Transfer Technician	1769	05	3,066	3,727
00444	Supervising Public Health Microbiologist	2500	05	4,333	5,268
00414	Supervising Public Health Nurse	2794	05	4,843	5,888
00556	Supervising Radiological Technologist	2477	07	4,293	5,219
01537	Supervising Social Services Investigator	2273	05	3,940	4,789
09638	Supervising Superior Court Clerk	1571	19	2,723	3,312
00103	Supervisor	2716	17	5,723	5,723
01623	Supv Mapping/Graphics Systems Specialist	2567	05	4,449	5,410
00548	Surgery Technician	1362	01	2,361	2,870
00962	Switchboard Operator	1058	13	1,834	2,229
00963	Systems Analyst	2169	11	3,760	4,571
00964	Systems Analyst I	2603	07	4,512	5,486
00965	Systems Analyst II	2891	07	5,011	6,091
00997	Systems Software Specialist	2312	11	4,007	4,871
00998	Systems Software Specialist I	2744	07	4,756	5,781
00999	Systems Software Specialist II	3034	07	5,259	6,393
08897	Systems and Programming Manager	3643	07	6,315	7,675
00544	Technical Director Respiratory Care	2378	07	4,122	5,011
00961	Telephone Systems Coordinator	1408	01	2,441	2,967
07004	Temp Admin Asst Aide	0921	00	1,596	1,940
00553	Temp-Lic Clinical Lab Technologist	1479	01	2,564	3,118
07001	Temporary Admin Asst I	1014	00	1,758	2,137
07002	Temporary Admin Asst II	1116	00	1,934	2,354
07003	Temporary Admin Asst III	1228	00	2,129	2,586
07000	Temporary Admin Asst Trainee	0921	00	1,596	1,940
07011	Temporary Confidential Asst I	1055	00	1,829	2,222
07012	Temporary Confidential Asst II	1161	00	2,012	2,446
07013	Temporary Confidential Asst III	1277	00	2,213	2,690

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary Step 1	Monthly Salary Step 5
07010	Temporary Confidential Asst Trainee	0959	00	1,662	2,021
00726	Temporary Election Assistant	0800	00	1,387	1,685
09676	Transit Systems Coordinator/Supervisor	1996	07	3,460	4,207
09678	Transit Systems Supervisor	1445	13	2,505	3,045
00110	Treasurer-Tax Collector-Public Administrator	5008	10	10,551	10,551
00953	Typist Clerk	0971	13	1,683	2,047
00811	UC/Farm Advisor Assistant	0952	00	1,650	2,007
00665	Utilities Division Manager	3666	07	6,354	7,722
02180	Utility Coordinator	2552	05	4,423	5,379
00807	Vertebrate & Weed Pest Biologist	1629	01	2,824	3,432
00252	Veterans Service Officer	3518	09	6,098	7,413
09614	Victim/Witness Assistance Coordinator Aide	1357	01	2,352	2,860
09634	Victim/Witness Assistance Coordinator I	1454	01	2,520	3,063
09637	Victim/Witness Assistance Coordinator II	1692	01	2,933	3,565
09636	Victim/Witness Assistance Supervisor	2893	07	5,015	6,098
09672	Vocational Rehab Counselor	0515	00	893	1,085
09619	Water Quality Manager	2944	05	5,103	6,202
09617	Water Systems Chemist I	2180	01	3,779	4,592
09618	Water Systems Chemist II	2409	01	4,176	5,073
09615	Water Systems Lab Tech I	1457	01	2,525	3,070
09616	Water Systems Lab Tech II	1691	01	2,931	3,564
09623	Water Systems Superintendent	2523	05	4,373	5,314
09628	Water Systems Worker I	1647	02	2,855	3,468
09627	Water Systems Worker II	1794	02	3,110	3,780
09626	Water Systems Worker III	1976	02	3,425	4,163
09625	Water Systems Worker IV	2081	05	3,607	4,384
09629	Water Systems Worker Trainee	1416	02	2,454	2,983
00824	Weights & Measures Inspector I	1666	01	2,888	3,508
00821	Weights & Measures Inspector II	1841	01	3,191	3,881
00825	Weights & Measures Inspector III	2083	01	3,611	4,389
00826	Weights & Measures Inspector Trainee	1458	01	2,527	3,071

County of San Luis Obispo

Fixed Assets

Fixed Assets By Department

2060 TREAS-TAX COLL-PUBLIC ADM

		2003-04 Board Approved		
Code	Description	Qty	Per Unit	Cost
R	Film Reader- Microfiche	1	$ 6,608	$ 6,608
	Department Totals			$ 6,608

2100 COUNTY COUNSEL

		2003-04 Board Approved		
Code	Description	Qty	Per Unit	Cost
R	Copier	1	$ 8,600	$ 8,600
	Department Totals			$ 8,600

2180 GENERAL SERVICES

		2003-04 Board Approved		
Code	Description	Qty	Per Unit	Cost
A	Maintenance Van – hospital	1	$ 25,000	$ 25,000
A	Towable Trailer	1	7,500	7,500
	Department Totals			$ 32,500

2270 REPROGRAPHICS ISF

		2003-04 Board Approved		
Code	Description	Qty	Per Unit	Cost
R	Hamada 600 Press	1	$ 22,000	$ 22,000
	Department Totals			$ 22,000

2300 GARAGE ISF

		2003-04 Board Approved		
Code	Description	Qty	Per Unit	Cost
R	Compact Sedan, Used	14	$ 13,800	$193,200
R	Intermediate Sedan, Used	12	16,000	192,000
R	Mid Sized Pickup	1	16,000	16,000
R	Mid Sized Pickup, Ext Cab	4	17,000	68,000
R	Mid Sized Pickup, Specialty	1	18,593	18,593
R	Patrol Sedan	10	28,500	285,000
R	Van, Passenger, 12 Person	2	25,000	50,000
R	Van, Passenger, Mini	1	20,000	20,000
	Department Totals			$842,793

2660 PROBATION DEPARTMENT

		2003-04 Board Approved		
Code	Description	Qty	Per Unit	Cost
A	Intermediate Sedan, Used	1	$ 14,500	$ 14,500
	Department Totals			$ 14,500

2670 COUNTY FIRE

		2003-04 Board Approved		
Code	Description	Qty	Per Unit	Cost
A	Extractor	1	$ 5,000	$ 5,000
R	Hydraulic Rescue Tools	1	29,000	29,000
R	Rescue Chassis	1	60,000	60,000
R	Training Utility truck	1	35,000	35,000
R	Water Tender	1	250,000	250,000
	Department Totals			$379,000

Fixed Assets By Department

2790 EMERGENCY SERVICES

		2003-04 Board Approved		
Code	Description	Qty	Per Unit	Cost
R	Emergency Center status boards	7	$ 8,800	$ 61,600
	Department Totals			$ 61,600

2800 PLANNING & BUILDING DEPARTMENT

		2003-04 Board Approved		
Code	Description	Qty	Per Unit	Cost
R	Copier	2	$ 13,000	$ 26,000
A	Workstation	2	6,000	12,000
	Department Totals			$ 38,000

2900 PUBLIC WORKS - ISF

		2003-04 Board Approved		
Code	Description	Qty	Per Unit	Cost
R	Curb Builder	1	$ 14,000	$ 14,000
A	Flaskscrubber Glassware Dishwasher	1	9,000	9,000
R	Midsize SUV	1	28,000	28,000
R	Midsize Van	1	26,000	26,000
A	Rear Flail Mower Attachment	2	8,000	16,000
A	Side Discharge Attachment	1	6,000	6,000
R	Truck 1/2 Ton	1	22,000	22,000
A	Truck Conveyor Attachment	1	10,000	10,000
R	Truck Dump 10 Yd	2	89,000	178,000
R	Wheel Loader	1	105,000	105,000
	Department Totals			$414,000

3200 SOCIAL SERVICES ADMINISTRATION

		2003-04 Board Approved		
Code	Description	Qty	Per Unit	Cost
A	CWS/CMS Server	1	$ 15,000	$ 15,000
A	CalWIN Network System Equipment-Phase II	1	300,247	300,247
R	Compact Sedans, Used	4	13,500	54,000
R	Copiers	3	10,000	30,000
A	MS Domain Name Servers	4	10,000	40,000
A	Public Address System	1	9,500	9,500
	Department Totals			$448,747

County of San Luis Obispo

Summary Schedules

STATE CONTROLLER
COUNTY BUDGET ACT of 1985

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 1

SUMMARY OF COUNTY BUDGET
FOR FISCAL YEAR 2003-04

		AVAILABLE FINANCING				FINANCING REQUIREMENTS		
COUNTY FUNDS (1)	Fund	Fund Balance Unreserved/ Undesignated June 30,2003 (2)	Cancelled Prior Years Reserve (3)	Estimated Additional Financing Sources (4)	Total Available Financing (5)	Estimated Financing Uses (6)	Provisions for Reserves and/or Designations (7)	Total Financing Requirements (8)
General Fund	0001	14,975,844	1,897,425	273,008,207	289,881,476	289,881,476	0	289,881,476
Road Fund	0002	1,277,226	60,000	21,223,412	22,560,638	22,560,638	0	22,560,638
Capital Projects	0003	14,662	2,688,500	1,965,700	4,668,862	4,654,200	14,662	4,668,862
Parks	0005	362,885	0	4,869,774	5,232,659	5,232,659	0	5,232,659
Wildlife And Grazing	0016	4,702	7,081	5,600	17,383	15,078	2,305	17,383
Drinking Driver Prog	0017	(6,100)	45,521	1,148,532	1,187,953	1,167,953	20,000	1,187,953
Organizational Effectiveness	0020	58,837	39,189	350,000	448,026	448,026	0	448,026
Tax Reduction Resrv	0022	254,747	0	0	254,747	0	254,747	254,747
Co-Wide Automation Replacement	0023	0	7,655,360	10,681,509	18,336,869	18,336,869	0	18,336,869
Gen Gov Building Replacement	0024	85,540	0	746,519	832,059	0	832,059	832,059
Community Devel Pgm	0025	18	0	4,193,401	4,193,419	4,193,419	0	4,193,419
Library	0026	994,607	0	5,730,954	6,725,561	6,725,561	0	6,725,561
Fish And Game	0031	4,784	6,024	10,000	20,808	20,000	808	20,808
Emergency Med Svcs	0034	0	0	1,343,805	1,343,805	1,343,805	0	1,343,805
Cal Hlth Indig Prog	0035	0	0	815,070	815,070	815,070	0	815,070
Impact Fee-Traffic	0141	0	2,568,400	2,188,417	4,756,817	4,756,817	0	4,756,817
Public Facility Fees	0144	0	0	2,750,000	2,750,000	1,203,200	1,546,800	2,750,000
County Med Svcs Prog	0149	0	0	3,319,684	3,319,684	3,319,684	0	3,319,684
Debt Svc-Cert of Participation	1901	0	0	2,376,561	2,376,561	2,376,561	0	2,376,561
Pension Obligation Bond DSF	1904	0	0	4,100,000	4,100,000	2,600,000	1,500,000	4,100,000
TOTAL		18,027,752	14,967,500	340,827,145	373,822,397	369,651,016	4,171,381	373,822,397

Appropriation Limit 257,596,790
Appropriation Subject to Limit 118,908,145

COUNTY OF SAN LUIS OBISPO
State of California

ANALYSIS OF FUND BALANCE UNRESERVED/UNDESIGNATED

FOR FISCAL YEAR 2003-04

			LESS: FUND BALANCE RESERVED OR DESIGNATED AT JUNE 30			
COUNTY FUNDS (1)	Fund	TOTAL FUND BALANCE as of June 30, 2003 Actual (2)	Encumbrances (3)	General & Other Reserves (4)	Designations (5)	FUND BALANCE Unreserved/ Undesignated June 30, 2003 Actual (6)
General Fund	0001	38,495,501	6,030,108	8,000,000	9,489,549	14,975,844
Road Fund	0002	7,086,101	5,681,595	0	127,280	1,277,226
Capital Projects	0003	35,606,349	26,309,088	0	9,282,599	14,662
Parks	0005	582,326	214,736	0	4,705	362,885
Wildlife And Grazing	0016	26,624	0	10,357	11,565	4,702
Drinking Driver Prog	0017	120,784	0	126,884	0	(6,100)
Organizational Effectiveness	0020	2,447,195	43,770	535,000	1,809,588	58,837
Tax Reduction Resrv	0022	11,977,059	0	0	11,722,312	254,747
Co-Wide Automation Replacement	0023	10,448,683	12,153	0	10,436,530	0
Gen Gov Building Replacement	0024	4,494,208	0	0	4,408,668	85,540
Community Devel Pgm	0025	18	0	0	0	18
Library	0026	3,643,221	895,096	478,335	1,275,183	994,607
Fish And Game	0031	67,794	0	33,354	29,656	4,784
Emergency Med Svcs	0034	33,837	33,837	0	0	0
Cal Hlth Indig Prog	0035	254,772	254,772	0	0	0
Children and Families First	0036	12,258	12,258	0	0	0
Impact Fee-Traffic	0141	11,002,180	0	0	11,002,180	0
Public Facility Fees	0144	12,321,356	35,000	0	12,286,356	0
County Med Svcs Prog	0149	943,624	943,624	0	0	0
TOTAL		139,563,890	40,466,037	9,183,930	71,886,171	18,027,752

STATE CONTROLLER
COUNTY BUDGET ACT of 1985

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 3

DETAIL OF PROVISIONS FOR RESERVES/DESIGNATIONS
(with supplemental data affecting reserve/designations balances)

X Encumbrances excluded

FOR FISCAL YEAR 2003-04

COUNTY FUNDS (1)	RESERVES/ DESIGNATIONS BALANCE as of June 30, 2003 (2)	AMOUNT MADE AVAILABLE FOR FINANCING BY CANCELLATION		INCREASE OR NEW RESRVS/DESIG TO BE PROVIDED IN BUDGET YR		TOTAL RESERVES/ DESIGNATIONS for Budget Year (7)	Fund (8)
		PROPOSED (3)	APPROVED/ ADOPTED BY BOARD (4)	PROPOSED (5)	APPROVED/ ADOPTED BY BOARD (6)		
General Fund							0001
General Reserve	8,000,000	0	0	0	0	8,000,000	
Designations							
Accrued Paid Time	1,057,229	1,057,229	1,057,229	0	0	0	
Actuary Req Contribution	1,166,013	0	0	0	0	1,166,013	
Co. Fire Equip. Replace	664,459	250,000	250,000	0	0	414,459	
Contingent Liabilities	2,404,814	0	0	0	0	2,404,814	
Equip Replacement	2,115,991	0	0	0	0	2,115,991	
Impounded Revenues	350,000	350,000	350,000	0	0	0	
Internal/Teeter Financing	1,731,043	240,196	240,196	0	0	1,490,847	
TOTAL General Fund	17,489,549	1,897,425	1,897,425	0	0	15,592,124	
Road Fund							0002
Designations							
Future Road Projects	127,280	0	60,000	0	0	67,280	
TOTAL Road Fund	127,280	0	60,000	0	0	67,280	
Capital Projects							0003
Designations							
Bldg Safety Enhancements	1,053,785	1,053,785	1,053,785	0	0	0	
Facilities Planning	7,628,814	1,634,715	1,634,715	0	14,662	6,008,761	
LO Landfill Closure	600,000	0	0	0	0	600,000	
TOTAL Capital Projects	9,282,599	2,688,500	2,688,500	0	14,662	6,608,761	
Parks							0005
Designations							
Parks Projects	4,705	0	0	0	0	4,705	
TOTAL Parks	4,705	0	0	0	0	4,705	
Wildlife And Grazing							0016
General Reserve	10,357	0	0	0	0	10,357	
Designations							
Wildlife Projects	11,565	7,081	7,081	0	2,305	6,789	
TOTAL Wildlife And Grazing	21,922	7,081	7,081	0	2,305	17,146	

COUNTY OF SAN LUIS OBISPO
State of California

DETAIL OF PROVISIONS FOR RESERVES/DESIGNATIONS
(with supplemental data affecting reserve/designations balances)

X Encumbrances excluded

FOR FISCAL YEAR 2003-04

COUNTY FUNDS (1)	RESERVES/ DESIGNATIONS BALANCE as of June 30, 2003 (2)	AMOUNT MADE AVAILABLE FOR FINANCING BY CANCELLATION		INCREASE OR NEW RESRVS/DESIG TO BE PROVIDED IN BUDGET YR		TOTAL RESERVES/ DESIGNATIONS for Budget Year (7)	Fund (8)
		PROPOSED (3)	APPROVED/ ADOPTED BY BOARD (4)	PROPOSED (5)	APPROVED/ ADOPTED BY BOARD (6)		
Drinking Driver Prog							0017
General Reserve	126,884	5,000	45,521	0	0	81,363	
Designations							
Systems Development	0	0	0	30,000	20,000	20,000	
TOTAL Drinking Driver Prog	126,884	5,000	45,521	30,000	20,000	101,363	
Organizational Effectiveness							0020
General Reserve	535,000	0	0	0	0	535,000	
Designations							
Countywide Training	1,809,588	39,189	39,189	0	0	1,770,399	
TOTAL Organizational Effective	2,344,588	39,189	39,189	0	0	2,305,399	
Tax Reduction Resrv							0022
Designations							
Desig-Prop Tax Litigation	392,422	0	0	0	0	392,422	
Tax Reduction Reserves	11,329,890	0	0	0	254,747	11,584,637	
TOTAL Tax Reduction Resrv	11,722,312	0	0	0	254,747	11,977,059	
Co-Wide Automation Replacement							0023
Designations							
Actg. Systems Development	6,558,397	5,849,955	5,849,955	0	0	708,442	
Automation Replacement	3,878,133	1,805,405	1,805,405	0	0	2,072,728	
TOTAL Co-Wide Automation Repla	10,436,530	7,655,360	7,655,360	0	0	2,781,170	
Gen Gov Building Replacement							0024
Designations							
Gov. Building Rpl	4,408,668	0	0	746,519	832,059	5,240,727	
TOTAL Gen Gov Building Replace	4,408,668	0	0	746,519	832,059	5,240,727	
Library							0026
General Reserve	478,335	0	0	0	0	478,335	

STATE CONTROLLER
COUNTY BUDGET ACT of 1985

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 3

DETAIL OF PROVISIONS FOR RESERVES/DESIGNATIONS
(with supplemental data affecting reserve/designations balances)

X Encumbrances excluded

FOR FISCAL YEAR 2003-04

		AMOUNT MADE AVAILABLE FOR FINANCING BY CANCELLATION		INCREASE OR NEW RESRVS/DESIG TO BE PROVIDED IN BUDGET YR			
COUNTY FUNDS (1)	RESERVES/ DESIGNATIONS BALANCE as of June 30, 2003 (2)	PROPOSED (3)	APPROVED/ ADOPTED BY BOARD (4)	PROPOSED (5)	APPROVED/ ADOPTED BY BOARD (6)	TOTAL RESERVES/ DESIGNATIONS for Budget Year (7)	Fund (8)
Designations							
Atascadero Building Expan	217,340	0	0	0	0	217,340	
Computer Equipment Repl	23,530	0	0	0	0	23,530	
Facilities Planning	1,034,313	0	0	0	0	1,034,313	
TOTAL Library	1,753,518	0	0	0	0	1,753,518	
Fish And Game							0031
General Reserve	33,354	0	0	0	0	33,354	
Designations							
Fish and Game Projects	29,656	6,024	6,024	0	808	24,440	
TOTAL Fish And Game	63,010	6,024	6,024	0	808	57,794	
Impact Fee-Traffic							0141
Designations							
Improvement Fees	11,002,180	2,568,400	2,568,400	0	0	8,433,780	
TOTAL Impact Fee-Traffic	11,002,180	2,568,400	2,568,400	0	0	8,433,780	
Public Facility Fees							0144
Designations							
Reserve for Afford. House	0	0	0	45,000	45,000	45,000	
Reserve for County Fire	2,400,757	0	0	660,000	660,000	3,060,757	
Reserve for General Gov't	1,603,119	0	0	60,000	60,000	1,663,119	
Reserve for Law Enforcmnt	1,328,745	0	0	150,000	150,000	1,478,745	
Reserve for Library	1,621,202	0	0	265,000	265,000	1,886,202	
Reserve for Parks	5,332,533	0	0	366,800	366,800	5,699,333	
TOTAL Public Facility Fees	12,286,356	0	0	1,546,800	1,546,800	13,833,156	
Pension Obligation Bond DSF							1904
Designations							
POB DEBT SERVICE	0	0	0	1,500,000	1,500,000	1,500,000	
TOTAL Pension Obligation Bond	0	0	0	1,500,000	1,500,000	1,500,000	
TOTAL	81,070,101	14,866,979	14,967,500	3,823,319	4,171,381	70,273,982	

STATE CONTROLLER
COUNTY BUDGET ACT of 1985

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 4

SUMMARY OF ESTIMATED REVENUE, OTHER FINANCING SOURCES AND TRANSFERS

FOR THE FISCAL YEAR ENDED 2003-04

DESCRIPTION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)
SUMMARIZATION BY SOURCE				
CURRENT SECURED PROPERTY TAX	55,910,542	60,499,004	66,131,235	66,131,235
CURRENT UNSECURED PROPERTY TAX	1,963,508	2,010,616	2,061,365	2,061,365
SUPPLEMENTAL PROPERTY TAX	2,753,520	2,888,837	2,182,335	2,182,335
OTHER TAX (NON-CURRENT/SUPPL PROP TAX)	14,299,258	13,959,567	24,029,768	24,029,768
Total	74,926,828	79,358,024	94,404,703	94,404,703
LICENSES AND PERMITS	7,697,486	9,009,585	8,288,618	8,288,618
FINES, FORFEITURES AND PENALTIES	6,035,726	5,724,067	4,077,452	4,077,452
REVENUE FROM USE OF MONEY AND PROPERTY	6,924,537	4,659,739	3,121,909	3,121,909
INTERGOVERNMENTAL REVENUES - STATE	120,144,300	122,726,291	110,674,054	110,722,054
- FEDERAL	49,395,257	44,102,777	40,647,508	41,659,308
- OTHER	1,826,344	1,434,592	10,734,054	10,734,054
CHARGES FOR SERVICES	26,483,310	31,280,239	28,499,232	30,517,623
OTHER REVENUES	39,194,155	15,429,167	21,760,527	23,108,944
OTHER FINANCING SOURCES	17,590,302	37,081,104	14,192,480	14,192,480
TOTAL	350,218,245	350,805,585	336,400,537	340,827,145
SUMMARIZATION BY FUND				
0001 General Fund	259,304,996	270,224,716	272,255,538	273,008,207
0002 Road Fund	17,653,173	19,207,976	18,995,195	21,223,412
0003 Capital Projects	13,519,604	25,217,102	1,965,700	1,965,700
0005 Parks	4,760,219	5,148,392	4,869,774	4,869,774
0016 Wildlife And Grazing	11,090	7,989	5,600	5,600
0017 Drinking Driver Prog	1,391,589	1,106,606	1,148,532	1,148,532
0020 Organizational Effectiveness	1,762,271	1,393,012	350,000	350,000
0022 Tax Reduction Resrv	1,412,259	254,747	0	0
0023 Co-Wide Automation Replacement	1,920,188	1,590,254	10,681,509	10,681,509
0024 Gen Gov Building Replacement	926,812	911,924	746,519	746,519
0025 Community Devel Pgm	4,817,344	5,321,850	4,193,401	4,193,401
0026 Library	5,677,350	5,854,912	5,730,954	5,730,954
0031 Fish And Game	24,986	7,148	10,000	10,000
0034 Emergency Med Svcs	389,991	1,421,957	1,186,500	1,343,805
0035 Cal Hlth Indig Prog	881,013	824,419	815,070	815,070
0036 Children and Families First	2,748,516	2,216,752	0	0
0141 Impact Fee-Traffic	11,544,394	2,609,814	900,000	2,188,417
0144 Public Facility Fees	14,157,759	3,586,615	2,750,000	2,750,000
0149 County Med Svcs Prog	2,630,862	2,659,270	3,319,684	3,319,684
1901 Debt Service-Cert of Participation	4,683,829	1,240,130	2,376,561	2,376,561
1904 Pension Obligation Bond DSF	0	0	4,100,000	4,100,000
TOTAL	350,218,245	350,805,585	336,400,537	340,827,145

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2003-04

ACCT	REVENUE CLASSIFICATION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)	FUND (6)
	CURRENT PROPERTY TAXES					
9010	PROP. TAXES CURR. SECURED	52,049,881	56,438,326	61,891,933	61,891,933	
9010	PROP. TAXES CURR. SECURED	886,000	936,946	965,740	965,740	Road Fund
9010	PROP. TAXES CURR. SECURED	3,777,327	4,083,408	4,427,893	4,427,893	Library
9011	SUPPLEMENTAL-CURR.SECURED	2,523,872	2,626,188	2,000,000	2,000,000	
9011	SUPPLEMENTAL-CURR.SECURED	32,075	33,321	34,961	34,961	Road Fund
9011	SUPPLEMENTAL-CURR.SECURED	187,432	193,250	137,258	137,258	Library
9012	REDEVELOPMENT AGENCY TAX	(774,129)	(924,948)	(1,112,331)	(1,112,331)	
9012	REDEVELOPMENT AGENCY TAX	(28,537)	(34,728)	(42,000)	(42,000)	Library
9017	RETURN RDA PASSTHRU - S1290	40,284	35,112	0	0	
9017	RETURN RDA PASSTHRU - S1290	1,016	1,157	0	0	Library
9020	PROP. TAXES CURR. UNSEC.	1,773,859	1,822,105	1,902,084	1,902,084	
9020	PROP. TAXES CURR. UNSEC.	21,794	22,415	23,755	23,755	Road Fund
9020	PROP. TAXES CURR. UNSEC.	126,555	129,827	135,526	135,526	Library
9021	SUPPLEMENTAL-CURR.UNSEC.	9,413	36,092	9,500	9,500	
9021	SUPPLEMENTAL-CURR.UNSEC.	106	(2)	116	116	Road Fund
9021	SUPPLEMENTAL-CURR.UNSEC.	622	(12)	500	500	Library
	Total - CURRENT PROPERTY TAXES	60,627,570	65,398,457	70,374,935	70,374,935	
	TAXES OTHER THAN CURRENT PROP					
9110	PROP. TAXES PRIOR SECURED	(148,339)	(172,552)	(175,000)	(175,000)	
9110	PROP. TAXES PRIOR SECURED	(1,805)	(2,421)	(1,967)	(1,967)	Road Fund
9110	PROP. TAXES PRIOR SECURED	(10,601)	(12,332)	0	0	Library
9111	SUPPLEMENTL-PRIOR SECURED	29	(897)	0	0	
9111	SUPPLEMENTL-PRIOR SECURED	0	(11)	0	0	Road Fund
9111	SUPPLEMENTL-PRIOR SECURED	2	(64)	0	0	Library
9120	PROP. TAXES PRIOR UNSEC.	29,729	28,846	30,000	30,000	
9120	PROP. TAXES PRIOR UNSEC.	362	354	395	395	Road Fund
9120	PROP. TAXES PRIOR UNSEC.	2,126	2,058	2,036	2,036	Library
9121	SUPPLEMENTAL-PRIOR UNSEC	12,541	25,100	20,000	20,000	
9121	SUPPLEMENTAL-PRIOR UNSEC	242	329	264	264	Road Fund
9121	SUPPLEMENTAL-PRIOR UNSEC	832	1,778	982	982	Library
9129	REDEMPTION FEES	23,510	27,850	30,000	30,000	
9130	DELINQUENT/COST REIMBRSMT	143,106	128,937	130,000	130,000	
9132	PENALTIES-DELINQUENT TAX	165,593	115,306	150,000	150,000	
9132	PENALTIES-DELINQUENT TAX	92	211	0	0	Road Fund
9132	PENALTIES-DELINQUENT TAX	535	1,220	0	0	Library
9133	PENALTIES-C O F	5,881	4,051	200	200	
9135	TLRF PROCEEDS	495,959	498,000	810,000	810,000	
9135	TLRF PROCEEDS	500,000	0	0	0	Capital Projects
9135	TLRF PROCEEDS	1,000,000	0	0	0	Tax Reductn Res
9135	TLRF PROCEEDS	0	0	9,847,644	9,847,644	Automtn Replc
9135	TLRF PROCEEDS	0	322,328	500,000	500,000	Cop Loan DS

STATE CONTROLLER
COUNTY BUDGET ACT of 1985

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 5

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2003-04

ACCT	REVENUE CLASSIFICATION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)	FUND (6)
9136	PENALTY/INT-DEL FRANCHISE	929	0	0	0	
9151	SALES AND USE TAXES	5,392,948	5,854,602	5,800,000	5,800,000	
9191	AIRCRAFT TAX	239,350	219,788	230,000	230,000	
9192	PROPERTY TRANSFER TAX	2,009,623	2,353,747	2,125,714	2,125,714	
9194	RACEHORSE TAX	10,228	10,544	10,000	10,000	
9195	TRANSIENT OCCUPANCY TAX	4,405,048	4,520,057	4,500,000	4,500,000	
9196	SALE OF TAX DEEDED PROP.	21,150	32,550	19,500	19,500	
9197	TIMBER TAX RESERVES	188	188	0	0	
	Total - TAXES OTHER THAN CURRENT PROP	14,299,258	13,959,567	24,029,768	24,029,768	
	LICENSES AND PERMITS					
9160	FRANCHISES-CABLE	455,350	416,965	450,000	450,000	
9161	FRANCHISE FEES-PUB UTIL	1,180,541	1,017,825	1,163,000	1,163,000	
9162	FRANCHISE FEES-GARBAGE	439,376	451,397	457,981	457,981	
9164	FRANCHISE FEES-PETROLEUM	5,000	(5,000)	14,000	14,000	
9210	ANIMAL LICENSES	281,268	304,444	340,000	340,000	
9220	BUSINESS LICENSES	57,724	57,214	42,396	42,396	
9251	BUILDING PERMITS	1,829,772	2,146,912	1,849,491	1,849,491	
9252	GRADING PERMITS	52,663	56,828	49,000	49,000	
9253	PLAN CHECK FEES	1,539,213	1,856,141	1,673,000	1,673,000	
9254	SUB PERMITS-MECH EL PLUMB	419,994	420,800	404,300	404,300	
9255	MINOR USE PERMIT APPLICATION	11,926	12,646	15,454	15,454	
9258	AIR POLL- RENEWAL PERMITS	794	0	0	0	
9281	LAND USE PERMITS	557,853	576,934	750,933	750,933	
9282	PLOT PLANS	341,535	439,001	405,025	405,025	
9283	GENERAL PLAN AMENDMENTS	25,950	44,446	34,737	34,737	
9284	AGRICULTURAL PRESERVE FEE	21,525	12,622	53,431	53,431	
9285	SUBDIVISION PERMITS	275,675	352,941	389,846	389,846	
9286	SPECIFIC PLANS	3,954	1,988	4,500	4,500	
9287	FIBER OPTIC FEES	0	642,926	0	0	
9288	FINGER PRINTING FEES	11,270	11,125	11,000	11,000	
9289	EXPLOSIVE PERMITS	1,140	1,200	600	600	
9291	OTHER LICENSES AND PERMIT	84,167	90,326	88,150	88,150	
9292	GUN PERMITS	8,994	3,580	4,000	4,000	
9293	DOMESTIC VIOLENCE FEES	55,797	0	54,000	54,000	
9294	MARRIAGE LICENSES	5,947	5,978	6,000	6,000	
9295	BURIAL PERMITS	8,697	70,677	8,500	8,500	
9297	2840-MISC PERMITS	21,361	19,669	19,274	19,274	
	Total - LICENSES AND PERMITS	7,697,486	9,009,585	8,288,618	8,288,618	

COUNTY OF SAN LUIS OBISPO
State of California

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2003-04

ACCT	REVENUE CLASSIFICATION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)	FUND (6)
	FINES, FORFEITURES AND PENALTIES					
9301	50% EXCESS MOE REVENUE-ST	(459,106)	(495,435)	(440,000)	(440,000)	
9303	LAND USE FINES	9,335	17,500	44,915	44,915	
9304	RED LIGHT - VC21453, 54, 57	1,508	1,072	500	500	
9308	CIVIL ASSESSMENT-PC1214.1	509,597	400,110	0	0	
9310	VEHICLE FORFEITURES-VC14607.6	0	450	500	500	
9312	PROBA DRUG FEE-PC1203.1AB	1,868	2,381	1,800	1,800	
9315	CHILD RESTRNT FEE-COUNTY	2,102	2,556	3,000	3,000	
9316	CHILD RESTRAINT FEE-CITY	1,440	2,318	2,500	2,500	
9320	BATTRD WM SHEL-PC1203.097	0	661	0	0	
9322	TRAFFIC SCH-VC42007.1($24)	304,416	292,440	320,000	320,000	
9323	CNTY FIX IT-VC 40611	27,823	20,778	25,000	25,000	
9324	COUNTY PARKING	2,724	3,480	3,550	3,550	
9325	CO-FAILURE TO APPEAR(FTA)	30,420	29,901	50,000	50,000	
9326	CO MOTOR VEH/CRIM FINES	835,523	719,248	730,000	730,000	
9330	DOMESTIC VIOLC-PC1203.097	0	100	0	0	
9333	CITIES FIX IT-VC40611	19,748	18,821	18,000	18,000	
9334	SMALL CLAIMS ADVISORY FEE	4,830	4,992	5,500	5,500	
9336	HEAD TRAUMA-VC27315	2,758	1,454	1,500	1,500	
9337	PA-EMERGENCY MED SERVICES	0	1,170	0	0	
9337	PA-EMERGENCY MED SERVICES	386,987	348,415	360,000	360,000	Emergcy Med Svcs
9339	SUPERIOR COURT FINES-BASE	35,943	27,913	36,000	36,000	
9342	SETTLEMENTS/JUDGEMENTS	0	0	7,000	7,000	
9342	SETTLEMENTS/JUDGEMENTS	180,870	0	0	0	Road Fund
9345	BLDG CODE INVESTIG FEES	24,233	35,866	30,000	30,000	
9348	TRAFFIC SCHOOL FEES	1,069,980	1,016,371	995,000	995,000	
9351	ASSET FORFEITURES	49,300	0	25,000	25,000	
9353	VITAL STATS FEE-GC 26859	2,228	2,417	1,000	1,000	
9356	BLOOD ALCOHOL FINES	82,340	118,526	96,000	96,000	
9357	AIDS EDUCATION FINE-PC264	181	656	50	50	
9358	PENALTY AS-FINGERPRINT ID	197,365	133,935	117,839	117,839	
9360	SMALL CLAIMS FEES	17,207	17,435	0	0	
9365	FISH AND GAME FINES	0	1,500	3,000	3,000	Parks Spl Rev
9365	FISH AND GAME FINES	12,486	7,148	10,000	10,000	Fish & Game
9366	OFF-HIGHWAY MOTOR FINES	0	12,720	0	0	
9366	OFF-HIGHWAY MOTOR FINES	3,793	5,500	5,500	5,500	Parks Spl Rev
9371	AGRICULTURE FINES	8,107	6,584	0	0	
9372	BUSINESS & PROFESSIONS	(5,782)	(5,697)	2,400	2,400	
9373	HEALTH/SAFETY FINES/FORFT	16,670	16,453	16,000	16,000	
9375	LITTER CLEANUP	2,352	1,849	0	0	Parks Spl Rev
9379	CITIES- ALL MISDEMEANORS	36,993	36,853	28,500	28,500	
9380	FEES -ALCOHOL ABUSE & EDU	49,000	95,000	56,000	56,000	
9381	CITIES PARKING	25	0	0	0	

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2003-04

ACCT	REVENUE CLASSIFICATION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)	FUND (6)
9382	MOTOR VEHICLE-CITY AGENCY	(135)	0	0	0	
9383	CITY MOTOR VEHICLE FINES	101,511	104,256	101,000	101,000	
9390	ST PENALTY F&GAME-PC1464	3,937	3,139	2,800	2,800	
9394	PENALTY AS-CRIM JUS CONST	16,764	2,045	0	0	
9394	PENALTY AS-CRIM JUS CONST	22,500	0	0	0	Capital Projects
9394	PENALTY AS-CRIM JUS CONST	282,722	283,634	283,173	283,173	Cop Loan DS
9395	PENALTY AS-CTHS TEMP CONS	20,500	146,908	0	0	
9395	PENALTY AS-CTHS TEMP CONS	516,582	229,558	0	0	Capital Projects
9399	ST PENALTY ASSMNTS-PC1464	574,135	530,840	460,000	460,000	
9460	SPAY/NEUTER FINE	24	0	0	0	
9462	TRAFFIC SCH FEES-MADDY FUND	0	92,476	99,600	99,600	Emergcy Med Svcs
9463	ADM PENALTY-HS 25187	0	0	95,000	95,000	
9548	TRAFFIC SCHOOL FEES - CITY	27,060	32,680	22,000	22,000	
9549	ELECTRONIC MONITORING FEE	142	0	1,000	1,000	
9911	ELECTRIC DEREGULATION SETTLEMENT	918,348	1,275,160	436,825	436,825	
9911	ELECTRIC DEREGULATION SETTLEMENT	33,606	46,663	0	0	Road Fund
9911	ELECTRIC DEREGULATION SETTLEMENT	52,766	73,267	20,000	20,000	Library
	Total - FINES, FORFEITURES AND PENALTIES	6,035,726	5,724,067	4,077,452	4,077,452	
	USE OF MONEY AND PROPERTY					
9401	TRAN INTEREST REVENUE	382,666	914,979	390,000	390,000	
9403	SB 90 INTEREST REVENUE	150,940	0	0	0	
9406	INTEREST DEBT SERV ACCT	96	0	0	0	
9406	INTEREST DEBT SERV ACCT	12,845	0	0	0	Cop Loan DS
9407	INTEREST LEASE RESERVE FD	45,926	0	0	0	Cop Loan DS
9408	INTEREST ON PROGRAM FUNDS	0	180,223	0	0	Capital Projects
9409	OTHER INTEREST	1,580	10,407	950	950	
9409	OTHER INTEREST	1,038	0	0	0	Road Fund
9410	INTEREST	2,564,525	1,157,362	1,600,000	1,600,000	
9410	INTEREST	252,857	99,778	100,000	100,000	Road Fund
9410	INTEREST	1,051,603	542,328	298,300	298,300	Capital Projects
9410	INTEREST	13,453	11,205	24,000	24,000	Parks Spl Rev
9410	INTEREST	1,738	710	600	600	Wildlife Grazing
9410	INTEREST	8,411	3,000	7,000	7,000	Drinking Driver
9410	INTEREST	25,891	36,408	0	0	Org Effective
9410	INTEREST	412,259	254,747	0	0	Tax Reductn Res
9410	INTEREST	300,549	216,943	0	0	Automtn Replc
9410	INTEREST	118,822	85,540	0	0	Building Replcmt
9410	INTEREST	0	63,732	0	0	Comm Dev Pgm
9410	INTEREST	116,621	70,708	50,000	50,000	Library
9410	INTEREST	3,004	9,132	1,900	1,900	Emergcy Med Svcs
9410	INTEREST	5,104	3,491	3,000	3,000	Cal Hlth Ind Pgm
9410	INTEREST	246,955	151,714	0	0	Chldrn & Fam 1st

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2003-04

ACCT	REVENUE CLASSIFICATION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)	FUND (6)
9410	INTEREST	365,227	224,335	250,000	250,000	Impact Fee
9410	INTEREST	440,984	233,360	0	0	Pub Fac Fees
9410	INTEREST	35,077	18,276	25,000	25,000	Co Med Svcs Prog
9410	INTEREST	165	0	0	0	Cop Loan DS
9421	COMMUNICATION LEASE FACIL	4,800	11,550	7,450	7,450	
9431	RENT-LAND/BLDG-SHORT TERM	98,554	92,742	96,861	96,861	
9431	RENT-LAND/BLDG-SHORT TERM	5,801	14,146	15,014	15,014	Parks Spl Rev
9431	RENT-LAND/BLDG-SHORT TERM	6,600	6,450	7,200	7,200	Library
9432	RENT-LAND/BLDG-LONG TERM	136,063	143,651	132,938	132,938	
9432	RENT-LAND/BLDG-LONG TERM	7,167	19,888	34,431	34,431	Parks Spl Rev
9432	RENT-LAND/BLDG-LONG TERM	25,800	0	0	0	Cop Loan DS
9434	FARM LAND RENT	335	420	300	300	
9434	FARM LAND RENT	1,965	1,916	1,965	1,965	Parks Spl Rev
9436	EQUIPMENT RENT	0	295	0	0	
9438	RENTAL OF VETERANS BLDGS.	79,116	78,669	75,000	75,000	
9438	RENTAL OF VETERANS BLDGS.	0	1,634	0	0	Parks Spl Rev
	Total - USE OF MONEY AND PROPERTY	6,924,537	4,659,739	3,121,909	3,121,909	
	AID FROM STATE GOVERNMENT					
8302	ST RLGN-SALES TX-SOC SRVC	4,903,709	5,569,744	6,781,725	6,781,725	
8303	ST RLGN-SALES TAX-M H	4,047,936	4,290,416	4,341,096	4,341,096	
8304	ST RLGN-SALES TAX-HEALTH	1,607,193	1,551,793	1,664,919	1,664,919	
8304	ST RLGN-SALES TAX-HEALTH	0	253,754	0	0	Co Med Svcs Prog
8305	ST REALGN- VLF	2,565,414	3,894,412	3,378,545	3,378,545	
8305	ST REALGN- VLF	2,472,200	2,218,446	2,472,200	2,472,200	Co Med Svcs Prog
8308	ST REALGN- VLF GROWTH	672,851	584,882	123,168	123,168	
8309	ST RLGN-SALES TX-SS-GRWTH	32,802	0	0	0	
8310	ST RLGN-SALES TX-MH-GRWTH	166,905	0	0	0	
8311	ST RLGN-SALES TX-HLTH-GRW	174,907	0	0	0	
8312	ST RLGN-VLF BASE RESTORTN	799,445	0	100,223	100,223	
8314	ST RLGN-CASELD GRWT-SOC S	37,823	0	0	0	
8324	SB90 STATE MANDATED COSTS	1,064,716	50,000	1,060,589	1,060,589	
8325	ST AID- DRUG/MENTL HEALTH	9,988,637	828,255	600,983	600,983	
8326	STATE AID- EXTRADITION	22,115	14,269	28,000	28,000	
8330	STATE AID FOR AGRICULTURE	1,048,651	988,332	1,044,658	1,044,658	
8332	ST AID-F/S COLLCTN INCENT	347,223	66,437	0	0	
8333	STATE AID-NUCLEAR PLANNG	610,200	844,690	903,996	903,996	
8333	STATE AID-NUCLEAR PLANNG	0	210	0	0	Parks Spl Rev
8335	STATE AID VETERAN AFFAIRS	68,246	75,670	60,000	60,000	
8336	HOMEOWNER PROP TAX RELIEF	778,442	788,975	799,626	799,626	
8336	HOMEOWNER PROP TAX RELIEF	9,559	9,704	10,419	10,419	Road Fund
8336	HOMEOWNER PROP TAX RELIEF	55,543	56,219	56,978	56,978	Library
8337	STATE REIMB-CMC/ASH CASES	221,419	365,941	484,000	484,000	

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2003-04

ACCT	REVENUE CLASSIFICATION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)	FUND (6)
8339	ST AID-DRUG AND ALCOHOL	239.651	161.499	161.099	161.099	
8341	ST AID-INS FRAUD INVESTIG	60.185	73.290	53.000	53.000	
8342	ST AID-DMV-VEH CRIME INV	189.290	204.609	237.000	237.000	
8343	ST AID-PERINATAL T E F	281.090	243.724	243.724	243.724	
8346	ST AID-MEDICL INS INCENTV	42.850	23.213	0	0	
8347	STATE AWARDED GRANTS	1.838.771	1.780.871	1.604.017	1.604.017	
8347	STATE AWARDED GRANTS	40.814	1.104	0	0	Capital Projects
8347	STATE AWARDED GRANTS	0	20.100	0	0	Parks Spl Rev
8347	STATE AWARDED GRANTS	19.142	20.668	20.668	20.668	Library
8348	ST AID-MANGD CARE-INPATNT	632.868	632.843	1.032.843	1.032.843	
8351	ST-STORM DAMAGE REIMB-OES	25.850	0	0	0	
8351	ST-STORM DAMAGE REIMB-OES	179.750	0	0	0	Road Fund
8351	ST-STORM DAMAGE REIMB-OES	29.421	0	0	0	Parks Spl Rev
8351	ST-STORM DAMAGE REIMB-OES	765	0	0	0	Library
8353	ST-EXCESS REV TO TRUST	1.303	0	0	0	
8354	ST-PROP 10 TOBACCO TAX	2.501.561	2.065.038	0	0	Chldrn & Fam 1st
8356	STATE REIMB FOR DNA TESTING	600	180	300	300	
8358	ST AID-PROP 12 PARKS GRANT	0	106.835	0	0	
8358	ST AID-PROP 12 PARKS GRANT	44.731	110.269	0	0	Capital Projects
8358	ST AID-PROP 12 PARKS GRANT	0	32.403	0	0	Parks Spl Rev
8359	ST AID PROP 36 SUBSTANCE ABUSE GRANT	693.708	1.036.227	633.666	633.666	
8362	ST REV-PAROLE HOLDS	421.319	390.108	400.000	400.000	
8363	STATE COASTAL GRANT	99.599	9.230	235.500	235.500	
8363	STATE COASTAL GRANT	(31.755)	3.319	0	0	Capital Projects
8366	ST AID - ILLEGAL PLANT SUPPR	0	26.993	0	0	
8380	ST AID - CHILD SUP ADMIN	943.910	1.259.994	1.560.988	1.560.988	
8399	STATE AID - OTHER	3.539.909	812.989	948.089	948.089	
8399	STATE AID - OTHER	51.000	0	0	0	Road Fund
8399	STATE AID - OTHER	64.249	20.926	0	0	Capital Projects
8399	STATE AID - OTHER	345.388	205.141	102.567	102.567	Library
8401	STATE - WELFARE ADMIN.	24.655.445	30.849.785	28.149.562	28.097.562	
8402	STATE AID ADULT PROGRAMS	0	963.971	976.529	976.529	
8403	STATE AID-GAIN PROGRAM	(504.101)	360.532	0	0	
8405	STATE AID - ABATEMENT	41.181	29.867	28.000	28.000	
8411	ST AID-CS COLL-FOSTR CARE	21.694	27.012	21.000	21.000	
8412	MEDI-CAL:PATIENTS-ST +FED	54.573	6.309.024	5.931.327	5.931.327	
8414	ST-WELFARE ADMIN-PRIOR YR	0	(1.330.262)	0	0	
8416	ST AID - REIMB	60.832	45.273	40.000	40.000	
8420	STATE AID-CALWORKS	4.030.426	0	0	0	
8430	ST AID-CALIF CHILDRN SRVC	797.042	952.301	1.443.489	1.443.489	
8432	STATE - HEALTH ADMIN.	1.701.599	1.822.486	1.596.484	1.596.484	
8434	ST AID-EPSDT-MENTAL HEALTH	0	1.716.688	2.335.342	2.335.342	
8435	ST AID- SAMSHA	0	0	430.345	430.345	

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2003-04

ACCT	REVENUE CLASSIFICATION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)	FUND (6)
8438	ST AID-GAS TAX-UNCLAIMED	722,186	631,750	829,476	829,476	
8440	STATE - HIGHWAY USERS TAX	5,601,601	5,602,925	5,990,000	5,990,000	Road Fund
8442	STATE AID CONSTRUCTION	1,237,597	2,108,522	222,846	222,846	Road Fund
8443	TRANS DEV ACT SB 325	1,655,259	1,648,599	1,588,915	1,588,915	Road Fund
8447	ST AID-ISTEA EXCHANGE	578,060	578,060	578,060	578,060	Road Fund
8448	ST AID-PUBLIC SAFETY SRVC	14,127,745	15,052,636	14,376,108	14,376,108	
8450	ST AID-BICYCLE LANE ACCT	130,860	0	0	0	Road Fund
8450	ST AID-BICYCLE LANE ACCT	(20,000)	49,206	0	0	Capital Projects
8451	ST AID - TRAFFIC CONGESTION	761,552	644,764	0	0	Road Fund
8459	ST-MV EMISSION REDUCTION	0	0	62,000	62,000	Road Fund
8460	STATE-MOTOR VEH LIC FEE	15,543,977	16,749,665	11,500,000	11,600,000	
8460	STATE-MOTOR VEH LIC FEE	49,539	53,366	50,778	50,778	Road Fund
8460	STATE-MOTOR VEH LIC FEE	217,114	233,888	120,000	120,000	Library
8462	OTHER STATE IN-LIEU TAXES	1,087	795	0	0	
8465	OPEN SPACE SUBVENTION	1,110,728	1,125,138	0	0	
8467	ST-10% REST FINE REBATE	13,555	8,674	12,000	12,000	
8469	ST-10% SBOC VOC REBATE	3,114	5,994	4,500	4,500	
8483	CHIP HOSPITAL	371,753	285,089	326,679	326,679	Cal Hlth Ind Pgm
8484	CHIP NON-CO HOSPITAL	119,648	71,668	93,122	93,122	Cal Hlth Ind Pgm
8486	CHIP PHYSICIANS - COUNTY	7,679	0	0	0	Cal Hlth Ind Pgm
8487	CHIP PHYSICIANS - EMS	188,417	(2)	0	0	Cal Hlth Ind Pgm
8489	CHIP UNALLOCATED	59,829	84,150	117,408	117,408	Cal Hlth Ind Pgm
8490	ST AID - SLESF	1,447,332	1,686,743	1,045,636	1,045,636	
8495	ST-AB818 PROPERTY TAX ADMIN	800,105	930,203	873,288	873,288	
8496	ST AID-PASS THRU GRANTS	1,504,146	1,650,205	786,574	786,574	
8599	PRIOR YR ST GRANT PROCEEDS	(899,179)	83,854	0	0	
	Total - AID FROM STATE GOVERNMENT	120,144,300	122,726,291	110,674,054	110,722,054	
	AID FROM FEDERAL GOVERNMENT					
8601	FED AID ENTITLEMNT LAND	486,981	511,378	340,000	340,000	
8603	FEDERAL AID-STORM DAMAGE	(223,131)	486,125	0	0	Road Fund
8604	FEDERAL - HEALTH ADMIN	2,934,917	3,871,948	4,317,198	4,317,198	
8605	FEDERAL AID CONSTRUCTION	355,978	790,112	1,384,438	2,324,238	Road Fund
8605	FEDERAL AID CONSTRUCTION	4,711,758	36,726	0	0	Capital Projects
8606	FEDERAL AID FOR DISASTER	112,003	(47,921)	0	0	Road Fund
8607	FEDERAL FOREST RESERV REV	10,788	10,875	0	0	Road Fund
8608	FEDERAL GRAZING FEES	9,352	7,279	5,000	5,000	Wildlife Grazing
8613	FED AID-DRUG FREE SCH/COM	24,464	48,169	120,000	120,000	
8616	FED AID-CS COLL-FOSTER CR	18,079	22,460	19,000	19,000	
8618	FEDERAL AID-COPS AHEAD	185,301	112,391	84,000	84,000	
8621	FED AID-LLEBG GRANT	77,030	83,526	0	0	
8622	FED AID - REIMB	118,571	47,655	40,000	40,000	
8652	FEDERAL AID - SEC 108 FR TRUST	0	30,786	0	0	Comm Dev Pgm

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ACCT	REVENUE CLASSIFICATION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)	FUND (6)
8654	FED AID - SCAAP PASS THRU	30,796	13,413	0	0	
8655	FED AID-DRUG AND ALCOHOL	1,608,285	1,634,076	1,694,708	1,694,708	
8656	FEDERAL-GRANTS	227,388	986,342	905,554	905,554	
8656	FEDERAL-GRANTS	0	0	111,000	111,000	Capital Projects
8656	FEDERAL-GRANTS	4,046,559	4,614,355	0	0	Comm Dev Pgm
8656	FEDERAL-GRANTS	0	2,888	0	0	Library
8658	FEDERAL AID - ENVIRONMENT	0	1	0	0	
8659	FEDERAL AID - OTHER	118,996	99,573	65,150	65,150	
8660	FEDERAL - WELFARE ADMIN	24,510,900	27,348,996	28,081,835	28,153,835	
8662	FEDERAL AID - ABATEMENT	27,446	28,611	30,000	30,000	
8663	FEDERAL AID-GAIN PROGRAM	1,469,531	(526,947)	0	0	
8667	FED AID-NUTRITION PROGRAM	47,599	78,341	48,000	48,000	
8668	FED AID-PERINTL SETASIDE	67,335	65,224	71,472	71,472	
8670	FED AID-CALWORKS	4,458,589	0	0	0	
8671	FED AID - HUD GRANTS	0	191,940	0	0	
8672	FED AID - PUBLIC HEALTH SECURITY	0	225,756	0	0	
8680	FED AID-CHILD SUP ADMIN	3,278,556	2,942,243	3,030,153	3,030,153	
8682	FED AID-INCENTIVES	638,970	386,456	300,000	300,000	
8698	FED AID - PRIOR YEAR	42,216	0	0	0	
	Total - AID FROM FEDERAL GOVERNMENT	49,395,257	44,102,777	40,647,508	41,659,308	
	AID FROM OTHER GOVERNMENT AGENCIES					
8701	OTHER GOVT AGENCY REVENUE	979,134	528,077	914,989	914,989	
8701	OTHER GOVT AGENCY REVENUE	326,945	321,916	0	0	Comm Dev Pgm
8704	COMBINED FED/ST CALWORKS	0	0	9,161,565	9,161,565	
8805	OTHER GOV'T: RDA PASS THRU	504,878	568,216	639,500	639,500	
8805	OTHER GOV'T: RDA PASS THRU	15,387	16,383	18,000	18,000	Library
	Total - AID FROM OTHER GOVERNMENT AGENCI	1,826,344	1,434,592	10,734,054	10,734,054	
	TOTAL AID FROM GOVERNMENTAL AGENCIES	171,365,901	168,263,660	162,055,616	163,115,416	
	CHARGES FOR CURRENT SERVICES					
9492	BILLINGS OH-OUTSIDE AGENCIES	0	(7,063)	440,131	440,131	
9497	OTHER BILLINGS TO COURTS	610,350	623,517	481,589	481,589	
9497	OTHER BILLINGS TO COURTS	0	6,604	0	0	Org Effective
9498	SHERIFF BLNGS - COURT SECUR	0	2,082,751	2,310,361	2,310,361	
9499	BILLINGS TO OUTSIDE AGENCIES	207,254	282,152	291,395	385,842	
9499	BILLINGS TO OUTSIDE AGENCIES	0	50,101	0	0	Parks Spl Rev
9499	BILLINGS TO OUTSIDE AGENCIES	0	180,738	180,736	180,736	Cal Hlth Ind Pgm
9537	FEES-YOUNG ADULTS PROGRAM	0	0	72,430	72,430	Drinking Driver
9539	ROAD TRANSVERSE CUT FEE	0	7,556	0	0	Road Fund
9541	ROAD LONGITUDE CUT FEE	0	602	0	0	Road Fund
9547	EXTD FIRST OFFENDER FEES	112,901	135,455	197,023	197,023	Drinking Driver

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2003-04

ACCT	REVENUE CLASSIFICATION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)	FUND (6)
9551	AFFORDABLE HOUSING FEE TRANSFERRED	(33,788)	(42,819)	0	0	Pub Fac Fees
9555	PREAPPLICATION PROCESS	5,258	7,536	10,816	10,816	
9558	FRANCHISE APPLIC REVIEW	19,742	18,577	0	0	
9559	FLOOD HAZARD FEES	547	977	1,267	1,267	
9562	TR CT TRUST-GC26823	308	168	200	200	
9564	TR CT TRUST-GC26827.4	1,204	1,131	50	50	
9565	TR CT TRUST-GC26830	40,079	39,423	28,000	28,000	
9566	TR CT TRUST-GC26833.1	3,480	3,787	24,200	24,200	
9567	TR CT TRUST-GC26835.1	2	4	0	0	
9573	TR CT TRUST - GC26852.1	149	61	50	50	
9578	TR CT TRUST-GC72060	7	7	50	50	
9581	AFFORDABLE HOUSNG IN-LIEU	30,509	42,340	45,000	45,000	Pub Fac Fees
9582	FIRE SUPPRESSION/COST REI	114	1,322	0	0	
9585	PUB FAC FEE-LIBRARY	251,615	319,774	265,000	265,000	Pub Fac Fees
9586	WITNESS/DEPOSITION FEES	0	150	0	0	
9586	WITNESS/DEPOSITION FEES	450	0	0	0	Road Fund
9587	AMBULANCE REIMBURSEMENT	70,526	105,575	139,500	139,500	
9588	INMATE ASSISTANCE REIMBRS	235	245	500	500	
9589	BOOKING FEES-INDIVIDUALS	47,622	45,883	50,000	50,000	
9591	PUBLIC EDUCATION GOV'T ACCESS FEE	0	(35,570)	0	0	
9592	MONITORING FEE-PC1203.1B	210,492	143,230	210,000	210,000	
9593	FED AID-F/S COLL INCENTIV	262,848	100,330	102,336	102,336	
9595	DIVERSN MONITRG-PC1001.53	477	454	0	0	
9596	MITIGATION FEE-AIR	945	888	72,000	72,000	
9601	CHANGE OF PLEA	775	650	600	600	
9602	PROBA MGMNT FEE-ADULTS	15,010	10,270	15,000	15,000	
9605	SENTENCING REPORT FEE	97,244	65,690	97,000	97,000	
9606	RESTITN COLL FEE-PC1203.1	28,296	31,930	30,000	30,000	
9607	RECORD SEALING FEE	1,224	1,728	1,300	1,300	
9609	RED INSTALLMENT PLAN FEE	2,246	1,274	2,500	2,500	
9610	ADMINISTRATIVE SERVICES	1,007,247	976,220	1,206,144	1,206,144	
9611	SPECIAL ASSESSMENT FEES	122,049	123,242	123,300	123,300	
9612	ASSESSMNT APPORTNMNT FEES	2,800	5,029	2,000	2,000	
9613	PROP.REDEMPT.SEARCH FEES	19,074	25,200	23,600	23,600	
9614	RETIREMENT SERVICES	296,372	0	0	0	
9615	AUDITING. ACCOUNTING FEES	931	0	0	0	
9619	PUBLIC DEFENDR SRVS-ADULT	2,141	0	10,000	10,000	
9624	AIRCRAFT FILING FEE	35	90	0	0	
9625	ELECTION SERVICES	61,782	318,344	20,400	20,400	
9627	DEFERRED ENTRY OF JUDGMENT	47,884	63,952	106,000	106,000	
9627	DEFERRED ENTRY OF JUDGMENT	101,032	57,020	0	0	Drinking Driver
9631	SEGREGATIONS FEE	369	150	260	260	
9632	DMV DELINQUENT VESSEL FEE	419	238	300	300	

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2003-04

ACCT	REVENUE CLASSIFICATION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)	FUND (6)
9633	UNSEC DELINQUENT COLL FEE	24,063	13,152	25,000	25,000	
9634	OTHER COURT-ORDERED REIMB	4,121	3,010	2,000	2,000	
9635	LEGAL SERVICES	64,821	62,143	79,750	79,750	
9637	INVOLUNTARY LIEN NOTICES	9,263	9,072	8,000	8,000	
9638	INSTALLMENT FEES	241	18	0	0	
9639	PROCESSING FEES	28,818	25,828	29,000	29,000	
9641	ENVIRONMNTL ASSESSMT FEES	80,897	123,643	73,364	73,364	
9641	ENVIRONMNTL ASSESSMT FEES	0	12	0	0	Road Fund
9643	LAFCO PROCESSING FEES	1,532	500	4,000	4,000	
9644	PUBLICATION FEES	58,090	1,028	0	0	
9645	PLANNING/ENGINEERING SVCS	1,451	0	0	0	
9645	PLANNING/ENGINEERING SVCS	2,328	2,955	895	895	Road Fund
9646	ROAD PERMIT FEES	9,460	12,386	9,680	9,680	Road Fund
9647	FILING FEES-CORNER RECORD	1,680	1,506	1,784	1,784	
9648	LOT LINE ADJUSTMENTS	15,685	5,129	4,626	4,626	
9652	ROAD IMPACT FEES	2,049,532	2,387,357	650,000	1,938,417	Impact Fee
9654	ALLOCATION ADMIN FEE	1,900	121,015	150,000	150,000	
9655	DATA PROCCESSNG/INFO SRVS	225,804	232,225	246,839	246,839	
9656	COMMUNICATION SERVICE REV	176,137	172,034	222,408	222,408	
9658	FIRE PROTECTION SERVICES	168,120	195,449	201,521	201,521	
9659	PUB FACIL FEE-FIRE	3,685	0	0	0	
9659	PUB FACIL FEE-FIRE	557,581	828,575	660,000	660,000	Pub Fac Fees
9660	RECORDERS FEE GC27361.4	278,714	367,294	191,500	191,500	
9661	AGRICULTURAL SERVICES	79,782	98,777	62,100	62,100	
9662	RODENT CONTROL	56,331	47,658	50,000	50,000	
9663	HOME DETENTION PROGRAM	43,155	73,800	50,000	50,000	
9665	STANDARDIZATION INSPECTS	3,140	2,350	3,600	3,600	
9668	ALTERNATIVE WORK PROG REV	49,410	49,791	50,000	50,000	
9669	WEEKENDER PROGRAM	46,966	45,640	50,000	50,000	
9670	CIVIL PROCESS SERVICE	102,698	153,824	95,000	95,000	
9675	COURT FEES AND COSTS	0	711	0	0	
9677	REIMB JUV COURT PROF FEES	2,746	11,856	3,000	3,000	
9680	ESTATE FEES	4,947	5,313	8,500	8,500	
9681	GUARDIANSHIP FEES	92,485	111,546	98,950	98,950	
9682	REPRESENTATIVE PAYEE FEES	18,517	20,490	20,000	20,000	
9685	HUMANE SERVICES	43,134	83,343	57,200	57,200	
9686	IMPOUND FEES	37,957	40,999	45,900	45,900	
9687	BOARDING FEES	19,016	25,101	25,000	25,000	
9688	ANIMAL PLACEMENT	23,090	48,790	47,500	47,500	
9690	LAW ENFORCEMENT SERVICES	54,464	66,461	55,000	55,000	
9691	BOOKING FEES (SB 2557)	306,360	370,278	350,000	350,000	
9692	CHILDREN PROTECTION FEES	46,514	70,000	60,000	60,000	
9693	RECORDER'S SPECL PROJECTS	104,973	199,487	251,749	251,749	

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2003-04

ACCT	REVENUE CLASSIFICATION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)	FUND (6)
9694	RECORDG FEE-MICROGRAPHICS	62,037	66,145	88,046	88,046	
9695	RECORDING FEES	1,353,927	1,871,266	1,129,500	1,129,500	
9696	RECORDING FEES-VHS	16,073	1,544	6,731	6,731	
9699	CHANGE OF OWNERSHIP FEE	12,660	15,600	10,000	10,000	
9701	PUB FACIL FEE-PARKS	89	0	0	0	
9701	PUB FACIL FEE-PARKS	0	0	703,200	703,200	Capital Projects
9701	PUB FACIL FEE-PARKS	1,159,793	1,397,876	1,070,000	1,070,000	Pub Fac Fees
9702	PUB FACIL FEE-GEN GOVT	478,932	655,197	560,000	560,000	Pub Fac Fees
9703	PUB FAC FEE-LAW ENFORCE	114,959	152,312	150,000	150,000	Pub Fac Fees
9704	DEVELOPMENT FEE- ADMIN	79,751	103,746	80,770	80,770	
9705	SEPARATE TAX BILL COSTS	50,948	41,321	39,400	39,400	
9707	ROAD ABANDNMT REQUEST FEE	50	100	0	0	Road Fund
9708	REIMB FOR PROJ COSTS	0	6,139	4,000	4,000	
9709	ENCROACHMENT PERMIT FEES	95	0	0	0	
9709	ENCROACHMENT PERMIT FEES	47,487	36,595	44,100	44,100	Road Fund
9710	ROAD ABANDONMENT FEE	1,986	2,937	8,280	8,280	
9710	ROAD ABANDONMENT FEE	400	400	375	375	Road Fund
9712	CURB & GUTTER WAIVERS	11,349	31,458	11,025	11,025	Road Fund
9713	VENDING MACHINE REVENUE	60	50	0	0	
9714	COIN TELEPHONE COMMISSION	4,163	5,336	4,500	4,500	
9714	COIN TELEPHONE COMMISSION	213	24	225	225	Parks Spl Rev
9714	COIN TELEPHONE COMMISSION	44	4	40	40	Library
9718	EXAM FEES-CHILDREN	34,496	27,710	32,000	32,000	
9720	OBSTETRICAL SERVICES	272,501	314,290	237,000	237,000	
9721	NURSING FEES	314,948	368,353	316,900	316,900	
9722	HOME HEALTH NURSING FEES	49,062	53,548	56,988	56,988	
9723	LABORATORY SERVICES	545,432	647,970	562,000	562,000	
9724	SUPPLEMENTAL ROLL-5% ADMN	734,280	735,740	582,000	582,000	
9724	SUPPLEMENTAL ROLL-5% ADMN	115	0	0	0	Parks Spl Rev
9725	MENTAL HEALTH SERVICES	380,635	780,587	418,699	418,699	
9726	SECOND CHANCE CHARGES-ALC	474,317	429,413	485,736	485,736	Drinking Driver
9727	ALCOHOLISM SERVICES	29,080	98,082	78,000	78,000	
9728	COBRA MED INS ADMIN FEE	654	682	0	0	
9729	PROP TAX ADMIN FEE-SB2557	993,753	1,053,013	1,057,019	1,057,019	
9730	ENVIRONMENTAL HEALTH SERVICES	1,048,340	1,215,183	1,217,200	1,217,200	
9738	MEDICAL REMB SERV/PAT CAR	373,698	370,056	352,020	352,020	
9740	CUTS & COMBINATN REQUESTS	7,690	4,935	4,000	4,000	
9741	ADOPTION FEES	5,200	6,500	0	0	
9741	ADOPTION FEES	0	(5)	0	0	Library
9745	CALIF CHILDREN SERVICES	3,540	24,598	35,000	35,000	
9746	STATE - TAX ADMIN	0	40	0	0	Parks Spl Rev
9747	INST.CARE-JUVENILE HALL	25,728	18,819	30,000	30,000	
9748	PSYCHIATRIC FEES-ADULTS	943,934	810,528	719,163	719,163	

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2003-04

ACCT	REVENUE CLASSIFICATION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)	FUND (6)
9749	INSTITUTIONAL CARE/SERVCE	600	810	700	700	
9751	LOST-DAMAGED MATERIALS	0	8	0	0	
9751	LOST-DAMAGED MATERIALS	19,777	20,835	18,000	18,000	Library
9752	LIBRARY SERVICES	181,954	210,467	150,000	150,000	Library
9753	FIRST OFFENDER FEES	(38)	0	0	0	
9753	FIRST OFFENDER FEES	451,705	368,566	356,888	356,888	Drinking Driver
9757	COPYING FEES	27,363	29,558	9,500	9,500	
9757	COPYING FEES	0	248	0	0	Parks Spl Rev
9757	COPYING FEES	22,046	21,528	18,000	18,000	Library
9758	LIBRARY REQUEST FEES	23,482	27,359	20,000	20,000	Library
9760	MOTION FEE-GC26830(A)	1,498	2,369	2,000	2,000	
9762	CAMPING FEES	325,542	330,022	349,852	349,852	Parks Spl Rev
9763	DAILY PASSES	86,394	81,557	88,389	88,389	Parks Spl Rev
9764	GROUP ENTRANCE FEES	0	(160)	0	0	
9764	GROUP ENTRANCE FEES	85,357	94,605	87,743	87,743	Parks Spl Rev
9765	SEASON PASSES	29,245	12,915	29,250	29,250	Parks Spl Rev
9766	SEASON BOAT LICENSES	18,795	29,475	18,605	18,605	Parks Spl Rev
9767	DAILY BOAT PASSES	22,550	14,153	23,050	23,050	Parks Spl Rev
9768	INCOME FROM CONCESSIONS	8,027	10,158	10,000	10,000	
9768	INCOME FROM CONCESSIONS	79,021	83,165	74,926	74,926	Parks Spl Rev
9769	SWIMMING POOL FEES	52,085	51,267	51,052	51,052	Parks Spl Rev
9770	MOTION SUM JDG-GC	8,400	10,500	8,000	8,000	
9771	DOG/DAY USE	9,454	9,634	6,084	6,084	Parks Spl Rev
9772	SHOWERS/LOCKERS	17,280	21,171	17,281	17,281	Parks Spl Rev
9775	MOBL HOME DUP TX CLEARNCE	255	326	210	210	
9776	PARKLAND FEE (QUIMBY FEE)	99,826	200,213	0	0	
9776	PARKLAND FEE (QUIMBY FEE)	200,133	264,058	353,200	353,200	Capital Projects
9776	PARKLAND FEE (QUIMBY FEE)	0	158,840	0	0	Parks Spl Rev
9777	DIVERSN REST FEE-PC1001.9	(10)	0	0	0	
9778	OTHER CLERK FEES	207,842	297,688	185,000	185,000	
9779	BOARD CLERK FEES	19,326	15,852	16,000	16,000	
9780	COUNTY CIVIL FEES	17,838	26,218	0	0	
9781	MISCELLANEOUS FEES	4,746	7,395	390	390	
9781	MISCELLANEOUS FEES	11,869	12,164	1,600	1,600	Parks Spl Rev
9781	MISCELLANEOUS FEES	95,005	93,401	19,455	19,455	Drinking Driver
9783	HAZARDOUS WASTE REVENUES	16,510	11,606	16,362	16,362	
9785	MONUMENTATION FEES	50,561	42,083	101,328	101,328	
9786	DRAINGE RVW-PLOT/SITE PLN	43,090	56,492	59,804	59,804	
9787	RECREATIONAL PROGRAMS	4,208	2,850	4,210	4,210	Parks Spl Rev
9789	OTHER RECREATIONAL FEES	813	0	0	0	
9791	DEVELOPMENT PLAN INSPECTN	63,513	63,984	81,904	81,904	
9792	PAR MAP CHECKING THRU T/A	19,616	29,642	45,812	45,812	
9793	TR MAP CHECKING THRU T/A	12,455	70,666	86,397	86,397	

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2003-04

ACCT	REVENUE CLASSIFICATION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)	FUND (6)
9797	ROAD EXCPTN REQ-TRACT MAP	0	290	125	125	
9798	RECORDS OF SURVEY FEES	26,024	26,012	34,931	34,931	
9799	OTHER SERVICE CHARGES	204,629	147,115	150,000	150,000	
9809	MENTAL HEALTH SVCS - SELF PAY	507,378	827,010	864,384	969,493	
9809	MENTAL HEALTH SVCS - SELF PAY	28,583	199,285	94,125	94,125	Cal Hlth Ind Pgm
9818	PASSENGER FACILITY FEE	602,812	0	0	0	Capital Projects
9851	SERVICE CHARGES	1,146,265	1,256,648	1,423,886	1,423,886	Parks Spl Rev
9851	SERVICE CHARGES	15	25	0	0	Library
9859	WATER SALES FOR RESALE	0	4,385	20,268	20,268	
9899	OTHER REVENUE	0	0	122,000	122,000	
9950	BOOK,PAMPHLT,BROCHR SALES	18,204	14,637	15,775	15,775	
9950	BOOK,PAMPHLT,BROCHR SALES	4,183	3,515	3,100	3,100	Library
9951	MAP SALES	19,627	22,911	20,082	20,082	
9956	PUB INFO SALE-COMP FILES	40,357	51,449	33,450	33,450	
9975	PM INSPECT-IMP PLANS P11E	42,688	52,669	82,688	82,688	
9976	TM INSPECT-IMP PLANS P11D	118,657	162,827	232,382	232,382	
9997	TOBACCO SETTLEMENT	2,944,072	1,767,222	1,767,223	2,140,336	
9997	TOBACCO SETTLEMENT	259,400	0	0	0	Capital Projects
9997	TOBACCO SETTLEMENT	0	725,000	725,000	882,305	Emergcy Med Svcs
	Total - CHARGES FOR CURRENT SERVICES	26,483,310	31,280,239	28,499,232	30,517,623	
	OTHER REVENUES					
8201	ISD BLLNGS- PHONE	284,998	282,394	300,641	300,641	
8202	ISD BILLINGS-DP SUPPORT	176,359	254,178	225,169	225,169	
8203	ISD BILLINGS-RADIO/COMMNS	13,046	15,462	17,624	17,624	
8204	GEN SRVS BLNG-CUST/MAINT	47,431	45,334	0	0	
8205	GEN SRVS BLNG-POSTAGE	91,542	102,992	106,011	106,011	
8214	INS BLLNG TO COUNTY AGCY	488,584	648,976	302,724	302,724	
8215	DEPT BILLINGS-GEN CO OH	2,346,764	1,853,893	2,108,496	2,108,496	
8215	DEPT BILLINGS-GEN CO OH	1,619,639	1,373,311	833,865	833,865	Automtn Replc
8215	DEPT BILLINGS-GEN CO OH	807,990	826,384	746,519	746,519	Building Replcmt
8218	MAINT PROJECT BILLINGS	139,391	410,361	391,660	451,660	
8219	CIP/FIXED ASSET BILLINGS	299,593	363,393	0	0	
8219	CIP/FIXED ASSET BILLINGS	982,420	51,152	0	0	Capital Projects
8221	REIMBURSEMENTS-AIRPORT FA	92,700	92,700	0	0	
8222	SUPPRT BLNG TO GOVTL AGCY	2,047,160	3,135,242	4,907,508	4,907,508	
8222	SUPPRT BLNG TO GOVTL AGCY	23,633	83,367	26,175	66,495	Parks Spl Rev
8222	SUPPRT BLNG TO GOVTL AGCY	147,188	19,046	10,000	10,000	Drinking Driver
8222	SUPPRT BLNG TO GOVTL AGCY	123,585	168,794	119,052	119,052	Co Med Svcs Prog
8222	SUPPRT BLNG TO GOVTL AGCY	748,330	634,168	633,138	633,138	Cop Loan DS
8223	SUPPRT BLNG TO NON-GOVTL	847,188	0	0	0	
8223	SUPPRT BLNG TO NON-GOVTL	39,246	0	40,320	0	Parks Spl Rev
8225	PARKS BILLNGS-GRNDS/MAINT	125,000	133,432	390	390	Parks Spl Rev

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

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ACCT	REVENUE CLASSIFICATION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)	FUND (6)
8228	SHERIFF'S BLLNG-COURT SEC	1,822,373	0	0	0	
8232	BILLNGS-PASS THRU GRANTS	224,919	0	330,000	330,000	
8234	ISD BILLINGS - DAS	367,022	198,140	0	0	
8241	SHERIFF BILLINGS FOR SECURITY	43,554	303,497	269,501	269,501	
8244	TRNSFR FROM COMMUNITY PROJ	500	0	0	0	Library
8244	TRNSFR FROM COMMUNITY PROJ	100,000	0	0	0	Cal Hlth Ind Pgm
8246	ISD BILLINGS-OFFICE AUTOMATION	55,988	48,443	27,294	27,294	
8247	ISD BILLINGS-PROGRAMMING	5,307	45,494	18,114	18,114	
8249	ROADS IMPACT FEES	1,809,139	1,342,509	3,468,400	4,756,817	Road Fund
8252	INTERFD BLLNGS-WATER	0	20,885	0	0	
9903	SEMINAR/CONF/WORKSHOP FEE	44,127	55,374	53,000	53,000	
9908	SETTLEMENTS-ENVIRONMENTAL	41,500	0	40,000	40,000	
9908	SETTLEMENTS-ENVIRONMENTAL	12,500	0	0	0	Fish & Game
9921	ASSESSMENTS (EXCEPT 1915)	23	0	0	0	
9927	LIBRARY CARD ACCESS FEES	5,156	4,621	6,016	6,016	
9930	REV APPLICABLE PRIOR YRS	(9,346)	202,333	0	0	
9930	REV APPLICABLE PRIOR YRS	0	72,965	0	0	Road Fund
9930	REV APPLICABLE PRIOR YRS	0	(25,000)	0	0	Comm Dev Pgm
9930	REV APPLICABLE PRIOR YRS	0	246,934	0	0	Emergcy Med Svcs
9930	REV APPLICABLE PRIOR YRS	8,997,691	(1,878)	0	0	Impact Fee
9930	REV APPLICABLE PRIOR YRS	11,157,174	0	0	0	Pub Fac Fees
9931	REF/ADJ-PRIOR YEAR EXPENS	22,349	41,389	0	0	
9931	REF/ADJ-PRIOR YEAR EXPENS	(131,531)	0	0	0	Road Fund
9931	REF/ADJ-PRIOR YEAR EXPENS	0	199	0	0	Parks Spl Rev
9931	REF/ADJ-PRIOR YEAR EXPENS	131,944	0	0	0	Impact Fee
9932	REIMBURSEMENTS-ASSISTANCE	417,743	402,003	372,500	372,500	
9936	REFUNDS/EXCISE TAX	0	163	0	0	
9936	REFUNDS/EXCISE TAX	0	232,719	0	0	Capital Projects
9936	REFUNDS/EXCISE TAX	21	0	0	0	Parks Spl Rev
9937	TAX DEPT RETRND CHECK FEE	5,408	5,668	5,520	5,520	
9939	INTEREST EARNED BY TRUSTS	1,139	0	0	0	Capital Projects
9940	SALE OF FIXED ASSETS	31,227	14,534	15,000	15,000	
9940	SALE OF FIXED ASSETS	8,749	0	0	0	Library
9942	SALE OF REAL PROPERTY	48,275	0	0	0	
9944	ADV COSTS TX DEEDED PROP	2,490	1,390	1,300	1,300	
9948	REIMBURSEMENT-CO DEPT/FND	4,465	377	0	0	
9948	REIMBURSEMENT-CO DEPT/FND	3,497	0	0	0	Road Fund
9948	REIMBURSEMENT-CO DEPT/FND	18,033	0	0	0	Parks Spl Rev
9948	REIMBURSEMENT-CO DEPT/FND	70,118	50,481	0	0	Library
9949	OTHER REIMBURSEMENTS	163,952	184,216	110,930	110,930	
9949	OTHER REIMBURSEMENTS	9,053	23,335	0	0	Road Fund
9949	OTHER REIMBURSEMENTS	235	0	0	0	Drinking Driver
9949	OTHER REIMBURSEMENTS	80	0	0	0	Library

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2003-04

ACCT	REVENUE CLASSIFICATION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)	FUND (6)
9953	EMPLOYEE REIMBURSEMENTS	2.136	1.698	1.350	1.350	
9953	EMPLOYEE REIMBURSEMENTS	6	0	0	0	Parks Spl Rev
9954	EMPL MEALS/IN-HOUSE FOOD	3.977	3,883	5.600	5.600	
9955	OTHER SALES	600	650	1.100	1.100	
9955	OTHER SALES	736	13.230	0	0	Capital Projects
9955	OTHER SALES	120	435	0	0	Parks Spl Rev
9957	ST WTR COST REIMBURSEMENT	25.976	0	0	0	
9958	NUISANCE ABATEMENT	45,251	56,415	101.976	101.976	
9959	SERVICE CHGE RETRND CHKS	17.437	15.052	17.035	17.035	
9959	SERVICE CHGE RETRND CHKS	90	30	0	0	Road Fund
9959	SERVICE CHGE RETRND CHKS	795	705	0	0	Drinking Driver
9959	SERVICE CHGE RETRND CHKS	30	0	0	0	Library
9960	OTHER REVENUE	795.185	592.203	1.616.019	1.616.019	
9960	OTHER REVENUE	20.256	54.359	150.000	150.000	Road Fund
9960	OTHER REVENUE	16.543	17.369	11.560	11.560	Parks Spl Rev
9960	OTHER REVENUE	1.380	0	0	0	Org Effective
9960	OTHER REVENUE	81	152	0	0	Library
9961	1915 BOND ACT ASSESSMENT	24.265	6.120	20.000	20.000	
9962	WEED/FIRE ABATEMENT	67	0	0	0	
9963	WATER AVAILABLTY/STAND BY	(10)	0	0	0	
9965	PENALTIES	70	0	0	0	
9966	PENALTY/INTEREST	(3.766)	0	0	0	
9967	CONTRIBUTIONS - NON GOVTL	28.188	38.776	11.500	11.500	
9967	CONTRIBUTIONS - NON GOVTL	4.000	0	0	0	Capital Projects
9967	CONTRIBUTIONS - NON GOVTL	1.737	0	0	0	Parks Spl Rev
9967	CONTRIBUTIONS - NON GOVTL	55.026	89.209	50.000	50.000	Library
9968	GRANTS: NON-GOVERNMENTAL	0	500	0	0	Library
9969	BAD DEBT RECOVERY	155	(447)	0	0	
9969	BAD DEBT RECOVERY	1.250	1.337	0	0	Parks Spl Rev
9972	COUNTY CONTRIBUTIONS	0	0	4.100.000	4.100.000	POB- DSF
9977	MICROFILM	123.198	142.514	184.245	184.245	
9978	ANNEXATION BUY-IN FEE	2.000	2.321	0	0	
9979	CONTRIBUTION-PROJECT SHARE	86	0	0	0	
9979	CONTRIBUTION-PROJECT SHARE	169.200	0	0	0	Capital Projects
9980	CASH OVERAGES	7.127	8.724	3.000	3.000	
9980	CASH OVERAGES	284	104	125	125	Parks Spl Rev
9980	CASH OVERAGES	30	113	150	150	Library
9982	FLOOD HAZARD RPT/PARCEL MP	135	0	0	0	
9986	INTERFUND CONTRIBUTIONS	270.000	0	0	0	
9987	SETTLEMNTS.DAMAGES.&REST.	44.034	1.040	0	0	
9987	SETTLEMNTS.DAMAGES.&REST.	783	100.134	0	0	Parks Spl Rev
9987	SETTLEMNTS.DAMAGES.&REST.	21.138	0	0	0	Library
9989	DEPT BILLINGS - CUSTODIAL MAINT	0	1.110	0	0	

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2003-04

ACCT	REVENUE CLASSIFICATION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)	FUND (6)
9992	OTS BILLINGS-DP SUPPORT	31,802	0	0	0	
9992	OTS BILLINGS-DP SUPPORT	62,256	0	0	0	Capital Projects
9993	SUPPORT BLNG TO NON-GOVTL	418,840	316,061	0	0	Comm Dev Pgm
9994	GRANTS - HUD ENTITLEMENT	25,000	0	0	0	Comm Dev Pgm
	Total - OTHER REVENUES	39,194,155	15,429,167	21,760,527	23,108,944	
	TOTAL COUNTY REVENUES	332,627,943	313,724,481	322,208,057	326,634,665	
	OTHER FINANCING SOURCES					
8801	TRANSFER IN - GF MED ASST PROG	0	0	703,432	703,432	Co Med Svcs Prog
8802	PROCEEDS OF LT DEBT-CAPTL	0	20,492,773	0	0	Capital Projects
8810	TRANSFERS IN FROM GEN FND	3,867,500	4,600,000	4,300,000	4,300,000	Road Fund
8810	TRANSFERS IN FROM GEN FND	0	47,500	500,000	500,000	Capital Projects
8810	TRANSFERS IN FROM GEN FND	2,524,720	2,441,141	2,441,141	2,441,141	Parks Spl Rev
8810	TRANSFERS IN FROM GEN FND	1,735,000	350,000	350,000	350,000	Org Effective
8810	TRANSFERS IN FROM GEN FND	333,462	375,017	414,056	414,056	Library
8811	TRANSFERS IN-CAPTL PROJ	0	75,000	0	0	
8816	PROCEEDS OF GF INTERNAL LOAN	0	213,764	240,200	240,200	
8817	INTERNAL LOAN REPAYMENT-PRIN	485,289	203,414	0	0	
8817	INTERNAL LOAN REPAYMENT-PRIN	46,129	50,000	50,000	50,000	Parks Spl Rev
8818	INTERNAL LOAN REPAYMENT-INT	48,480	55,080	0	0	
8818	INTERNAL LOAN REPAYMENT-INT	0	2,932	0	0	Capital Projects
8818	INTERNAL LOAN REPAYMENT-INT	10,369	0	0	0	Parks Spl Rev
8821	TRANSFER IN FR AUTOMATION REPL FUND	424,318	793,664	0	0	
8826	TRANSFERS IN FOR PRIN/INT	0	0	460,250	460,250	Cop Loan DS
8832	TRNSFR IN FOR CAP PPROJECT	164,171	0	0	0	Capital Projects
8834	TRANSFR IN OF GF DESIGNATN	0	2,000,000	0	0	Capital Projects
8834	TRANSFR IN OF GF DESIGNATN	0	1,000,000	0	0	Org Effective
8848	TRFR IN FOR DEBT SERVICE	3,568,041	0	0	0	Cop Loan DS
8849	TRFR IN-PROJ FROM BU 2207	0	3,263,311	0	0	
8851	OPR TRF IN - PFF LIBRARY	92,536	21,679	0	0	Capital Projects
8851	OPR TRF IN - PFF LIBRARY	50,000	4,538	0	0	Library
8852	OPR TRF IN - PFF FIRE	51,820	115,000	0	0	
8852	OPR TRF IN - PFF FIRE	1,155,633	184,338	0	0	Capital Projects
8853	OPR TRF IN - PFF PARKS	22,155	3,247	0	0	
8853	OPR TRF IN - PFF PARKS	209,172	711,276	0	0	Capital Projects
8853	OPR TRF IN - PFF PARKS	0	1,644	40,000	40,000	Parks Spl Rev
8854	OPR TRF IN - PFF GEN GOV'T	2,715,514	0	0	0	Capital Projects
8855	OPR TRF IN - PFF LAW ENFORC	0	54,000	0	0	
8855	OPR TRF IN - PFF LAW ENFORC	0	21,786	0	0	Capital Projects
8856	PFF - GEN GOV-DEBT SERVICE	0	0	500,000	500,000	Cop Loan DS
8881	TRANSFER IN-FEDERAL CDBG	85,993	0	0	0	Road Fund
8881	TRANSFER IN-FEDERAL CDBG	0	0	2,585,000	2,585,000	Comm Dev Pgm

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2003-04

ACCT	REVENUE CLASSIFICATION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)	FUND (6)
8882	TRANSFER IN-FEDERAL HOME	0	0	1,514,401	1,514,401	Comm Dev Pgm
8883	TRANSFER IN-FEDERAL ESG	0	0	94,000	94,000	Comm Dev Pgm
	Total - OTHER FINANCING SOURCES	17,590,302	37,081,104	14,192,480	14,192,480	
	OVERALL COUNTY TOTALS	350,218,245	350,805,585	336,400,537	340,827,145	

STATE CONTROLLER
COUNTY BUDGET ACT of 1985

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 6

ANALYSIS OF CURRENT PROPERTY TAXES

FOR FISCAL YEAR 2003-04

	CURRENT SECURED PROPERTY TAXES				CURRENT UNSECURED PROPERTY TAXES			
	APPORTION FROM COUNTYWIDE	VOTER APPROVED DEBT		TOTAL	APPORTION FROM COUNTYWIDE	VOTER APPROVED DEBT		TOTAL
COUNTY FUNDS (1)	TAX (2)	RATE (3)	AMOUNT (4)	SECURED (5)	TAX (6)	RATE (7)	AMOUNT (8)	UNSECURED (9)
General Fund 0001	61,891,933	0.0	0	61,891,933	1,902,084	0.0	0	1,902,084
Road Fund 0002	1,006,820	0.0	0	1,006,820	23,399	0.0	0	23,399
Library Fund 0026	4,427,893	0.0	0	4,427,893	135,526	0.0	0	135,526
Total	67,326,646		0	67,326,646	2,061,009		0	2,061,009

COUNTYWIDE TAX BASE

	SECURED ROLL			UNSECURED	TOTAL
	LOCALLY ASSESSED	STATE ASSESSED	TOTAL SECURED	ROLL (NO AIRCRAFT)	SECURED AND UNSECURED
(10)	(11)	(12)	(13)	(14)	(15)
LAND	11,201,877,603	151,189,772	11,353,067,375	0	11,353,067,375
IMPROVEMENTS	12,829,357,814	2,246,246,316	15,075,604,130	85,068,748	15,160,672,878
PERSONAL PROPERTY AND FIXTURES	477,145,778	223,282,690	700,428,468	721,517,744	1,421,946,212
TOTAL ASSESSED VALUATION	24,508,381,195	2,620,718,778	27,129,099,973	806,586,492	27,935,686,465
STATE ADUSTMENTS	0	0	0	0	0
ADJUSTED ASSESSED VALUATION	24,508,381,195	2,620,718,778	27,129,099,973	806,586,492	27,935,686,465
LESS EXEMPTIONS					
HOMEOWNERS	330,738,429	0	330,738,429	46,500	330,784,929
OTHER	314,598,387	0	314,598,387	12,943,783	327,542,170
NET ASSESSED VALUATION	23,863,044,379	2,620,718,778	26,483,763,157	793,596,209	27,277,359,366
LESS ALLOWANCE FOR					
Delinquencies for (11) 1.99%	(474,874,583)	0	(474,874,583)	0	(474,874,583)
(12) 0.00%	0	0	0	0	0
(14) 4.26%	0	0	0	(33,807,198)	(33,807,198)
Total Delinquencies:	(474,874,583)	0	(474,874,583)	(33,807,198)	(508,681,781)
ADJUSTED VALUATION FOR ESTIMATING PROPERTY TAX REVENUES	23,388,169,796	2,620,718,778	26,008,888,574	759,789,011	26,768,677,585

STATE CONTROLLER
COUNTY BUDGET ACT of 1985

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 7

SUMMARY OF COUNTY FINANCING REQUIREMENTS

FOR FISCAL YEAR 2003-04

DESCRIPTION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)
SUMMARIZATION BY FUNCTION				
General Government	63,315,027	71,796,850	75,643,035	75,718,035
Public Protection	88,767,034	95,350,478	97,528,352	97,648,352
Public Ways & Facilities	24,675,197	21,427,259	24,941,210	28,520,655
Health & Sanitation	40,615,907	45,703,972	44,673,140	45,090,809
Public Assistance	83,950,583	86,225,350	91,602,960	91,975,411
Education	7,286,880	6,971,969	7,585,996	7,585,996
Recreation & Cultural Services	4,800,345	4,853,960	4,868,314	4,868,314
Debt Service	5,320,168	1,535,094	5,426,561	5,426,561
Financing Uses	6,079,191	3,734,774	(1,714,341)	(1,714,341)
SUB-TOTAL	324,810,332	337,599,706	350,555,227	355,119,792
APPROPRIATION FOR CONTINGENCIES			14,269,837	14,531,224
PROVISION FOR RESERVES AND DESIGNATIONS			3,823,319	4,171,381
TOTAL FINANCING REQUIREMENTS	324,810,332	337,599,706	368,648,383	373,822,397
SUMMARIZATION BY FUND				
0001 General Fund	256,467,986	269,590,771	289,282,747	289,881,476
0002 Road Fund	18,604,231	18,958,559	20,269,610	22,560,638
0003 Capital Projects	14,858,785	18,062,273	4,654,200	4,668,862
0005 Parks	4,800,345	4,853,960	5,018,314	5,232,659
0016 Wildlife And Grazing	9,703	26,954	15,078	17,383
0017 Drinking Driver Prog	1,375,904	1,179,127	1,219,953	1,187,953
0020 Organizational Effectiveness	299,274	408,816	448,026	448,026
0022 Tax Reduction Resrv	0	0	0	254,747
0023 Co-Wide Automation Replacement	1,672,027	1,632,259	18,336,869	18,336,869
0024 Gen Gov Building Replacement	0	0	746,519	832,059
0025 Community Devel Pgm	4,763,387	5,375,787	4,193,401	4,193,419
0026 Library	5,641,036	5,512,686	6,427,451	6,725,561
0031 Fish And Game	10,489	12,364	20,000	20,808
0034 Emergency Med Svcs	355,699	1,477,960	1,186,500	1,343,805
0035 Cal Hlth Indig Prog	869,279	867,001	815,070	815,070
0036 Children and Families First	1,754,202	3,257,754	0	0
0141 Impact Fee-Traffic	1,774,139	1,342,510	3,468,400	4,756,817
0144 Public Facility Fees	4,296,827	1,126,190	2,750,000	2,750,000
0149 County Med Svcs Prog	2,226,672	2,674,606	3,319,684	3,319,684
1901 Debt Service-Cert of Participation	5,030,347	1,240,129	2,376,561	2,376,561
1904 Pension Obligation Bond DSF	0	0	4,100,000	4,100,000
TOTAL FINANCING REQUIREMENTS	324,810,332	337,599,706	368,648,383	373,822,397

SUMMARY OF COUNTY FINANCING REQUIREMENTS
(CONTINUED)

DESCRIPTION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 APPROVED/ ADOPTED BY BOARD OF SUPR (5)
TOTAL SPECIFIC FINANCING USES BY BUDGET UNIT (Brought Forward)	324.810.332	337.599.706	350.555.227	355.119.792
APPROPRIATION FOR CONTINGENCIES:				
0001 General Fund (BU 4350)			13.775.369	13.546.283
0005 Parks (BU 4365)			150.000	364,345
0017 Drinking Driver Prog (BU 4369)			44.468	22.468
0025 Community Devel Pgm (BU)			0	18
0026 Library (BU 4370)			300.000	598.110
TOTAL CONTINGENCIES			14.269.837	14.531.224
TOTAL FINANCING USES	324.810.332	337.599.706	364.825.064	369.651.016
PROVISIONS FOR RESERVES / DESIGNATIONS:				
0003 Capital Projects			0	14.662
0016 Wildlife And Grazing			0	2,305
0017 Drinking Driver Prog			30.000	20.000
0022 Tax Reduction Resrv			0	254.747
0024 Gen Gov Building Replacement			746.519	832.059
0031 Fish And Game			0	808
0144 Public Facility Fees			1.546.800	1.546.800
1904 Pension Obligation Bond DSF			1.500.000	1.500.000
TOTAL PROVISIONS FOR RESERVES/ DESIGNATIONS			3.823.319	4.171.381
TOTAL FINANCING REQUIREMENTS	324.810.332	337.599.706	368.648.383	373.822.397

SUMMARY OF COUNTY FINANCING REQUIREMENTS

FOR FISCAL YEAR 2003-04

DESCRIPTION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)
General Government				
Legislative & Administrative				
2000 BOARD OF SUPERVISORS	1,106,715	1,168,272	1,228,824	1,228,824
2040 ADMINISTRATIVE OFFICE	1,235,993	1,260,483	1,479,085	1,479,085
2081 ORGANIZATIONAL EFFECTIVENESS	299,274	408,816	448,026	448,026
2085 COMMUNITY DEVELOPMENT PROGRAM	4,763,387	5,375,787	4,193,401	4,193,401
2509 CLERK/RECORDER	2,608,697	2,644,565	2,497,730	2,497,730
TOTAL Legislative & Administrative	10,014,066	10,857,923	9,847,066	9,847,066
Finance				
2050 AUDITOR-CONTROLLER	3,010,928	3,332,964	3,823,417	3,823,417
2060 TREAS-TAX COLL-PUBLIC ADM	1,900,191	2,067,108	2,242,343	2,242,343
2070 ASSESSOR	5,583,509	6,069,073	6,584,164	6,584,164
TOTAL Finance	10,494,628	11,469,145	12,649,924	12,649,924
Counsel				
2100 COUNTY COUNSEL	2,887,176	3,095,718	3,087,718	3,087,718
TOTAL Counsel	2,887,176	3,095,718	3,087,718	3,087,718
Personnel				
2110 PERSONNEL	1,848,036	1,899,341	1,969,731	1,969,731
TOTAL Personnel	1,848,036	1,899,341	1,969,731	1,969,731
Property Management				
2179 OPERATIONS CENTER	543,631	595,710	0	0
2180 GENERAL SERVICES	8,477,979	8,674,916	9,515,596	9,530,596
2208 MAINTENANCE PROJECTS	1,609,097	3,695,376	1,663,800	1,723,800
TOTAL Property Management	10,630,707	12,966,002	11,179,396	11,254,396
Plant Acquisition				
2207 CAPITAL PROJECTS FUND	14,858,785	18,062,273	4,654,200	4,654,200
TOTAL Plant Acquisition	14,858,785	18,062,273	4,654,200	4,654,200
Other General				
2078 ENTERPRISE FINANCIAL SYSTEM	0	0	15,697,599	15,697,599
2083 COUNTYWIDE AUTOMATION REPLACEMENT	1,672,027	1,632,259	2,639,270	2,639,270

STATE CONTROLLER
COUNTY BUDGET ACT of 1985

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 8A

SUMMARY OF COUNTY FINANCING REQUIREMENTS

FOR FISCAL YEAR 2003-04

DESCRIPTION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)
2120 RETIREMENT PLANS	347,427	0	0	0
2240 DEVELOPMENT SERVICES	768,370	923,932	0	0
2245 PUBLIC WORKS SPECIAL SERVICES	0	0	2,206,683	2,206,683
2250 INFORMATION TECHNOLOGY DEPARTMENT	8,502,400	9,342,764	10,355,026	10,355,026
2290 SERVICES TO SPL DISTRICTS	301,225	257,336	0	0
2340 RISK MANAGEMENT	990,180	1,290,157	1,356,422	1,356,422
TOTAL Other General	12,581,629	13,446,448	32,255,000	32,255,000
TOTAL General Government	63,315,027	71,796,850	75,643,035	75,718,035
Public Protection				
Judicial				
2006 COURT OPERATIONS	2,276,515	2,269,497	2,296,515	2,296,515
2550 PUBLIC DEFENDER	3,998,783	4,077,227	4,254,057	4,254,057
2560 DISTRICT ATTORNEY	7,755,827	8,771,604	8,751,787	8,751,787
2561 CHILD SUPPORT SERVICES	4,971,717	4,910,405	4,713,141	4,713,141
2570 GRAND JURY	82,096	103,098	113,388	113,388
TOTAL Judicial	19,084,938	20,131,831	20,128,888	20,128,888
Police Protection				
2590 SHERIFF-CORONER	32,366,318	35,053,441	35,466,683	35,466,683
TOTAL Police Protection	32,366,318	35,053,441	35,466,683	35,466,683
Detention & Correction				
2660 PROBATION DEPARTMENT	11,749,539	12,636,566	12,946,247	13,066,247
TOTAL Detention & Correction	11,749,539	12,636,566	12,946,247	13,066,247
Fire Protection				
2670 COUNTY FIRE	8,333,895	8,393,339	9,195,147	9,195,147
TOTAL Fire Protection	8,333,895	8,393,339	9,195,147	9,195,147
Flood Control, Soil & Water Conservation				
2700 WILDLIFE AND GRAZING	9,703	26,954	15,078	15,078
TOTAL Flood Control, Soil & Water Conservation	9,703	26,954	15,078	15,078
Protective Inspection				
2730 AGRICULTURAL COMMISSIONER	3,506,946	3,819,008	3,917,792	3,917,792
TOTAL Protective Inspection	3,506,946	3,819,008	3,917,792	3,917,792

SUMMARY OF COUNTY FINANCING REQUIREMENTS

FOR FISCAL YEAR 2003-04

DESCRIPTION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)
Other Protection				
2562 VICTIM/WITNESS ASSISTANCE	967,204	1,033,035	1,107,651	1,107,651
2710 FISH AND GAME	10,489	12,364	20,000	20,000
2790 EMERGENCY SERVICES	639,684	728,262	948,670	948,670
2800 PLANNING & BUILDING DEPARTMENT	10,234,488	11,693,139	11,485,215	11,485,215
2840 ANIMAL SERVICES	1,380,141	1,438,471	1,751,409	1,751,409
2850 INTERGOVTL SERVCES/LAFCO	131,727	0	0	0
2945 WASTE MANAGEMNT	351,962	384,068	545,572	545,572
TOTAL Other Protection	13,715,695	15,289,339	15,858,517	15,858,517
TOTAL Public Protection	88,767,034	95,350,478	97,528,352	97,648,352
Public Ways & Facilities				
Public Ways				
2141 ROADS - IMPACT FEES	1,774,139	1,342,510	3,468,400	4,756,817
2835 PUBLIC FACILITIES FEES	4,296,827	1,126,190	1,203,200	1,203,200
2920 ROADS	18,604,231	18,958,559	20,269,610	22,560,638
TOTAL Public Ways	24,675,197	21,427,259	24,941,210	28,520,655
TOTAL Public Ways & Facilities	24,675,197	21,427,259	24,941,210	28,520,655
Health & Sanitation				
Health				
3000 PUBLIC HEALTH DEPARTMENT	14,852,255	16,600,313	17,714,803	17,914,359
3070 MENTAL HEALTH	19,372,754	20,832,693	22,060,262	22,278,375
3075 DRUG & ALCOHOL SERVICES	4,636,696	4,794,741	4,667,454	4,667,454
3281 SUSPECTED ABUSE RESPONSE TEAM	0	218,471	230,621	230,621
3289 CHILDREN AND FAMILIES FIRST	1,754,202	3,257,754	0	0
TOTAL Health	40,615,907	45,703,972	44,673,140	45,090,809
TOTAL Health & Sanitation	40,615,907	45,703,972	44,673,140	45,090,809
Public Assistance				
Administration				
3200 SOCIAL SERVICES ADMINISTRATION	44,190,793	41,646,827	48,509,284	48,509,284
TOTAL Administration	44,190,793	41,646,827	48,509,284	48,509,284

SUMMARY OF COUNTY FINANCING REQUIREMENTS

FOR FISCAL YEAR 2003-04

DESCRIPTION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)
Aid Programs				
3240 FOSTER CARE-SOCIAL SERVICES	12,325,810	13,171,946	14,852,506	14,852,506
3250 CALWORKS	9,791,453	10,058,884	10,067,930	10,067,930
TOTAL Aid Programs	22,117,263	23,230,830	24,920,436	24,920,436
Medical Services				
3280 MEDICAL ASSISTANCE PROG	9,400,000	12,783,631	9,353,432	9,353,432
3286 CO MEDICAL SERVICES PROG	2,226,672	2,674,606	3,319,684	3,319,684
3287 EMERGENCY MEDICAL SRVS FUND	355,699	1,477,960	1,186,500	1,343,805
3288 CAL HEALTHCARE INDIG PROG	869,279	867,001	815,070	815,070
TOTAL Medical Services	12,851,650	17,803,198	14,674,686	14,831,991
General Relief				
3290 GENERAL ASSISTANCE	606,116	745,193	684,281	684,281
TOTAL General Relief	606,116	745,193	684,281	684,281
Veterans Services				
3330 VETERANS SERVICES	252,537	265,795	276,689	276,689
TOTAL Veterans Services	252,537	265,795	276,689	276,689
Other Assistance				
2080 CONTRIBUTIONS TO OTHER AGENCIES	2,969,918	1,548,282	1,536,256	1,751,402
3285 LAW ENFORCEMENT MED CARE	962,306	985,225	1,001,328	1,001,328
TOTAL Other Assistance	3,932,224	2,533,507	2,537,584	2,752,730
TOTAL Public Assistance	83,950,583	86,225,350	91,602,960	91,975,411
Education				
Library Services				
4000 LIBRARY	5,641,036	5,512,686	6,127,451	6,127,451
TOTAL Library Services	5,641,036	5,512,686	6,127,451	6,127,451
Agricultural Education				
4030 FARM ADVISOR	269,940	280,156	313,060	313,060
TOTAL Agricultural Education	269,940	280,156	313,060	313,060

STATE CONTROLLER
COUNTY BUDGET ACT of 1985

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 8A

SUMMARY OF COUNTY FINANCING REQUIREMENTS

FOR FISCAL YEAR 2003-04

DESCRIPTION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 PROPOSED (4)	2003-04 ADOPTED (5)
Other Education				
4040 DRINKING DRIVER PROGRAMS	1,375,904	1,179,127	1,145,485	1,145,485
TOTAL Other Education	1,375,904	1,179,127	1,145,485	1,145,485
TOTAL Education	7,286,880	6,971,969	7,585,996	7,585,996
Recreation & Cultural Services				
Recreation Facilities				
4125 PARKS	4,800,345	4,853,960	4,868,314	4,868,314
TOTAL Recreation Facilities	4,800,345	4,853,960	4,868,314	4,868,314
TOTAL Recreation & Cultural Services	4,800,345	4,853,960	4,868,314	4,868,314
Debt Service				
Retirement Of Short-Term Debt				
2005 SHORT-TERM FINANCING	289,821	294,965	450,000	450,000
TOTAL Retirement Of Short-Term Debt	289,821	294,965	450,000	450,000
Retirement Of Long-Term Debt				
4901 DEBT SERVICE	5,030,347	1,240,129	2,376,561	2,376,561
4904 PENSION OBLIGATION BOND DSF	0	0	2,600,000	2,600,000
TOTAL Retirement Of Long-Term Debt	5,030,347	1,240,129	4,976,561	4,976,561
TOTAL Debt Service	5,320,168	1,535,094	5,426,561	5,426,561
Financing Uses				
Transfers Out				
2002 NON-DEPTL-OTHR FINCNG USE	6,079,191	3,734,774	(1,714,341)	(1,714,341)
TOTAL Transfers Out	6,079,191	3,734,774	(1,714,341)	(1,714,341)
TOTAL Financing Uses	6,079,191	3,734,774	(1,714,341)	(1,714,341)
TOTAL SPECIFIC FINANCING REQUIREMENTS	324,810,332	337,599,706	350,555,227	355,119,792

COUNTY OF SAN LUIS OBISPO
State of California

TOTAL COUNTY FINANCING USES DETAIL

FINANCING USES CLASSIFICATION (1)	2001-02 ACTUAL (2)	2002-03 ACTUAL (3)	2003-04 REQUESTED (4)	2003-04 PROPOSED (5)	2003-04 ADOPTED (6)
1000 Salaries and Benefits	146,743,716	158,511,302	169,097,852	168,494,788	168,627,430
2000 Services and Supplies	106,037,656	99,983,290	120,050,409	120,197,406	122,166,162
3000 Other Charges	70,959,783	79,221,161	72,450,923	72,041,282	74,504,449
4000 Fixed Assets	4,093,219	2,280,077	2,511,110	2,468,610	2,468,610
4200 Capital Projects	14,338,845	14,728,168	66,884,700	4,654,200	4,654,200
5000 Transfers and Reimbursements	(17,362,887)	(17,124,292)	(17,345,511)	(17,301,059)	(17,301,059)
7000 Contingencies	0	0	14,368,868	14,269,837	14,531,224
TOTAL FINANCING REQUIREMENTS	324,810,332	337,599,706	428,018,351	364,825,064	369,651,016

DEPARTMENT	REVENUE SOURCE	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
2002 NON-DEPTL-OTHR FINCNG USE	2070 ASSESSOR	184,397	184,397	184,397
	2509 CLERK/RECORDER	293,478	293,478	293,478
	2560 DISTRICT ATTORNEY	101,339	101,339	101,339
	2561 CHILD SUPPORT SERVICES	504,005	504,005	504,005
	2562 VICTIM/WITNESS ASSISTANCE	48,347	48,347	48,347
	2590 SHERIFF-CORONER	379,498	379,498	379,498
	2660 PROBATION DEPARTMENT	513,116	513,116	513,116
	2670 COUNTY FIRE	92,781	92,781	92,781
	2730 AGRICULTURAL COMMISSIONER	273,623	273,623	273,623
	2790 EMERGENCY SERVICES	105,230	105,230	105,230
	2800 PLANNING & BUILDING DEPARTMENT	1,347,348	1,347,348	1,347,348
	2840 ANIMAL SERVICES	121,815	121,815	121,815
	3000 PUBLIC HEALTH DEPARTMENT	1,490,240	1,490,240	1,490,240
	3070 MENTAL HEALTH	1,064,147	1,064,147	1,064,147
	3075 DRUG & ALCOHOL SERVICES	292,949	292,949	292,949
	3200 SOCIAL SERVICES ADMINISTRATION	3,595,244	3,595,244	3,595,244
	3285 LAW ENFORCEMENT MED CARE	12,427	12,427	12,427
2040 ADMINISTRATIVE OFFICE	2000 BOARD OF SUPERVISORS	17,595	17,595	17,595
	2790 EMERGENCY SERVICES	55,855	55,855	55,855
2050 AUDITOR-CONTROLLER	2005 SHORT-TERM FINANCING	60,000	60,000	60,000
	2070 ASSESSOR	11,000	11,000	11,000
	2561 CHILD SUPPORT SERVICES	12,600	12,600	12,600
	3200 SOCIAL SERVICES ADMINISTRATION	14,000	14,000	14,000
	6000 MEDICAL SERVICES	925	925	925
2110 PERSONNEL	2078 ENTERPRISE FINANCIAL SYSTEM	117,884	0	0
	2560 DISTRICT ATTORNEY	350	350	350
	2590 SHERIFF-CORONER	350	350	350
2180 GENERAL SERVICES	2000 BOARD OF SUPERVISORS	2,007	2,007	2,007
	2040 ADMINISTRATIVE OFFICE	1,942	1,942	1,942
	2050 AUDITOR-CONTROLLER	47,798	47,798	47,798
	2060 TREAS-TAX COLL-PUBLIC ADM	188	188	188
	2070 ASSESSOR	30,974	30,974	30,974
	2100 COUNTY COUNSEL	1,512	1,512	1,512
	2110 PERSONNEL	5,997	5,997	5,997
	2120 RETIREMENT PLANS	16,480	16,480	16,480
	2208 MAINTENANCE PROJECTS	322,650	322,650	322,650
	2250 INFORMATION TECHNOLOGY DEPARTM	1,114	1,114	1,114
	2340 RISK MANAGEMENT	234	234	234
	2509 CLERK/RECORDER	63,487	63,487	63,487
	2560 DISTRICT ATTORNEY	14,147	14,147	14,147
	2561 CHILD SUPPORT SERVICES	69,971	69,971	69,971
	2590 SHERIFF-CORONER	16,997	16,997	16,997
	2660 PROBATION DEPARTMENT	20,914	20,914	20,914
	2670 COUNTY FIRE	8,476	8,476	8,476
	2730 AGRICULTURAL COMMISSIONER	6,355	6,355	6,355
	2790 EMERGENCY SERVICES	890	890	890
	2800 PLANNING & BUILDING DEPARTMENT	36,312	36,312	36,312
	2840 ANIMAL SERVICES	13,569	13,569	13,569
	3000 PUBLIC HEALTH DEPARTMENT	21,267	21,267	21,267

SLO COUNTY BUDGET PREPARATION SYSTEM
INTRAFUND TRANSFERS BY DEPARTMENT

DEPARTMENT	REVENUE SOURCE	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
2180 (Continued)	3052 PUBLIC GUARDIAN	2,565	2,565	2,565
	3070 MENTAL HEALTH	60,364	60,364	60,364
	3075 DRUG & ALCOHOL SERVICES	17,980	17,980	17,980
	3200 SOCIAL SERVICES ADMINISTRATION	446,394	446,394	446,394
	3320 CALIF CHILDRENS SERVICES	5,632	5,632	5,632
	3330 VETERANS SERVICES	2,131	2,131	2,131
	4030 FARM ADVISOR	468	468	468
2250 INFORMATION TECHNOLOGY DEPARTM	2000 BOARD OF SUPERVISORS	9,832	9,832	9,832
	2040 ADMINISTRATIVE OFFICE	5,565	5,565	5,565
	2050 AUDITOR-CONTROLLER	16,631	16,631	16,631
	2060 TREAS-TAX COLL-PUBLIC ADM	16,070	16,070	16,070
	2070 ASSESSOR	31,116	31,116	31,116
	2100 COUNTY COUNSEL	11,601	11,601	11,601
	2110 PERSONNEL	6,123	6,123	6,123
	2120 RETIREMENT PLANS	189,497	189,497	189,497
	2180 GENERAL SERVICES	20,336	20,336	20,336
	2340 RISK MANAGEMENT	3,113	3,113	3,113
	2509 CLERK/RECORDER	18,708	18,708	18,708
	2560 DISTRICT ATTORNEY	31,292	31,292	31,292
	2561 CHILD SUPPORT SERVICES	152,690	152,690	152,690
	2562 VICTIM/WITNESS ASSISTANCE	10,709	10,709	10,709
	2570 GRAND JURY	688	688	688
	2590 SHERIFF-CORONER	90,201	90,201	90,201
	2660 PROBATION DEPARTMENT	66,736	68,040	68,040
	2670 COUNTY FIRE	5,005	3,701	3,701
	2730 AGRICULTURAL COMMISSIONER	21,142	21,142	21,142
	2790 EMERGENCY SERVICES	6,348	6,348	6,348
	2800 PLANNING & BUILDING DEPARTMENT	51,473	51,473	51,473
	2840 ANIMAL SERVICES	5,216	5,216	5,216
	3000 PUBLIC HEALTH DEPARTMENT	77,236	86,803	86,803
	3070 MENTAL HEALTH	170,958	170,958	170,958
	3075 DRUG & ALCOHOL SERVICES	58,551	58,551	58,551
	3200 SOCIAL SERVICES ADMINISTRATION	759,943	742,375	742,375
	3320 CALIF CHILDRENS SERVICES	9,567	0	0
	3330 VETERANS SERVICES	2,864	2,864	2,864
	4030 FARM ADVISOR	6,896	6,896	6,896
2340 RISK MANAGEMENT	2561 CHILD SUPPORT SERVICES	1,335	1,335	1,335
	3000 PUBLIC HEALTH DEPARTMENT	8,780	8,780	8,780
	3070 MENTAL HEALTH	10,712	10,712	10,712
	3075 DRUG & ALCOHOL SERVICES	3,342	3,342	3,342
	3200 SOCIAL SERVICES ADMINISTRATION	26,622	26,622	26,622
2560 DISTRICT ATTORNEY	2561 CHILD SUPPORT SERVICES	525,585	525,585	525,585
	2590 SHERIFF-CORONER	61,723	61,723	61,723
	3200 SOCIAL SERVICES ADMINISTRATION	8,000	8,000	8,000

SLO COUNTY BUDGET PREPARATION SYSTEM
INTRAFUND TRANSFERS BY DEPARTMENT

DEPARTMENT		REVENUE SOURCE		2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
2590	SHERIFF-CORONER	2561	CHILD SUPPORT SERVICES	101,168	101,168	101,168
2660	PROBATION DEPARTMENT	3200	SOCIAL SERVICES ADMINISTRATION	4,300	4,300	4,300
2730	AGRICULTURAL COMMISSIONER	3000	PUBLIC HEALTH DEPARTMENT	49,875	49,875	49,875
3000	PUBLIC HEALTH DEPARTMENT	2660	PROBATION DEPARTMENT	5,700	5,700	5,700
		2730	AGRICULTURAL COMMISSIONER	16,362	16,362	16,362
		3070	MENTAL HEALTH	48,000	48,000	48,000
		3200	SOCIAL SERVICES ADMINISTRATION	129,272	129,272	129,272
		3285	LAW ENFORCEMENT MED CARE	26,834	26,834	26,834
3070	MENTAL HEALTH	2590	SHERIFF-CORONER	45,000	45,000	45,000
		2660	PROBATION DEPARTMENT	201,688	201,688	201,688
		3075	DRUG & ALCOHOL SERVICES	49,391	49,391	49,391
		3200	SOCIAL SERVICES ADMINISTRATION	753,573	853,573	853,573
3075	DRUG & ALCOHOL SERVICES	2080	CONTRIBUTIONS TO OTHER AGENCIE	0	32,000	32,000
		2660	PROBATION DEPARTMENT	266,611	266,611	266,611
		3000	PUBLIC HEALTH DEPARTMENT	95,216	95,216	95,216
		3200	SOCIAL SERVICES ADMINISTRATION	533,470	473,470	473,470
3200	SOCIAL SERVICES ADMINISTRATION	2560	DISTRICT ATTORNEY	1,650	1,650	1,650
		2660	PROBATION DEPARTMENT	23,400	23,400	23,400
		3000	PUBLIC HEALTH DEPARTMENT	121,650	121,650	121,650
		3070	MENTAL HEALTH	1,650	1,650	1,650
		3075	DRUG & ALCOHOL SERVICES	1,650	1,650	1,650
3285	LAW ENFORCEMENT MED CARE	2590	SHERIFF-CORONER	80,000	99,000	99,000
		2660	PROBATION DEPARTMENT	337,487	337,487	337,487
			TOTAL INTRAFUND TRANSFERS	17,345,511	17,301,059	17,301,059

SLO COUNTY BUDGET PREPARATION SYSTEM
INTRAFUND TRANSFERS BY SOURCE

	REVENUE SOURCE		DEPARTMENT	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
2000	BOARD OF SUPERVISORS	2040	ADMINISTRATIVE OFFICE	17,595	17,595	17,595
		2180	GENERAL SERVICES	2,007	2,007	2,007
		2250	INFORMATION TECHNOLOGY DEPARTM	9,832	9,832	9,832
2005	SHORT-TERM FINANCING	2050	AUDITOR-CONTROLLER	60,000	60,000	60,000
2040	ADMINISTRATIVE OFFICE	2180	GENERAL SERVICES	1,942	1,942	1,942
		2250	INFORMATION TECHNOLOGY DEPARTM	5,565	5,565	5,565
2050	AUDITOR-CONTROLLER	2180	GENERAL SERVICES	47,798	47,798	47,798
		2250	INFORMATION TECHNOLOGY DEPARTM	16,631	16,631	16,631
2060	TREAS-TAX COLL-PUBLIC ADM	2180	GENERAL SERVICES	188	188	188
		2250	INFORMATION TECHNOLOGY DEPARTM	16,070	16,070	16,070
2070	ASSESSOR	2002	NON-DEPTL-OTHR FINCNG USE	184,397	184,397	184,397
		2050	AUDITOR-CONTROLLER	11,000	11,000	11,000
		2180	GENERAL SERVICES	30,974	30,974	30,974
		2250	INFORMATION TECHNOLOGY DEPARTM	31,116	31,116	31,116
2078	ENTERPRISE FINANCIAL SYSTEM	2110	PERSONNEL	117,884	0	0
2080	CONTRIBUTIONS TO OTHER AGENCIE	3075	DRUG & ALCOHOL SERVICES	0	32,000	32,000
2100	COUNTY COUNSEL	2180	GENERAL SERVICES	1,512	1,512	1,512
		2250	INFORMATION TECHNOLOGY DEPARTM	11,601	11,601	11,601
2110	PERSONNEL	2180	GENERAL SERVICES	5,997	5,997	5,997
		2250	INFORMATION TECHNOLOGY DEPARTM	6,123	6,123	6,123
2120	RETIREMENT PLANS	2180	GENERAL SERVICES	16,480	16,480	16,480
		2250	INFORMATION TECHNOLOGY DEPARTM	189,497	189,497	189,497
2180	GENERAL SERVICES	2250	INFORMATION TECHNOLOGY DEPARTM	20,336	20,336	20,336
2208	MAINTENANCE PROJECTS	2180	GENERAL SERVICES	322,650	322,650	322,650
2250	INFORMATION TECHNOLOGY DEPARTM	2180	GENERAL SERVICES	1,114	1,114	1,114
2340	RISK MANAGEMENT	2180	GENERAL SERVICES	234	234	234
		2250	INFORMATION TECHNOLOGY DEPARTM	3,113	3,113	3,113
2509	CLERK/RECORDER	2002	NON-DEPTL-OTHR FINCNG USE	293,478	293,478	293,478
		2180	GENERAL SERVICES	63,487	63,487	63,487
		2250	INFORMATION TECHNOLOGY DEPARTM	18,708	18,708	18,708
2560	DISTRICT ATTORNEY	2002	NON-DEPTL-OTHR FINCNG USE	101,339	101,339	101,339
		2110	PERSONNEL	350	350	350
		2180	GENERAL SERVICES	14,147	14,147	14,147
		2250	INFORMATION TECHNOLOGY DEPARTM	31,292	31,292	31,292
		3200	SOCIAL SERVICES ADMINISTRATION	1,650	1,650	1,650

REVENUE SOURCE		DEPARTMENT		2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
2561	CHILD SUPPORT SERVICES	2002	NON-DEPTL-OTHR FINCNG USE	504,005	504,005	504,005
		2050	AUDITOR-CONTROLLER	12,600	12,600	12,600
		2180	GENERAL SERVICES	69,971	69,971	69,971
		2250	INFORMATION TECHNOLOGY DEPARTM	152,690	152,690	152,690
		2340	RISK MANAGEMENT	1,335	1,335	1,335
		2560	DISTRICT ATTORNEY	525,585	525,585	525,585
		2590	SHERIFF-CORONER	101,168	101,168	101,168
2562	VICTIM/WITNESS ASSISTANCE	2002	NON-DEPTL-OTHR FINCNG USE	48,347	48,347	48,347
		2250	INFORMATION TECHNOLOGY DEPARTM	10,709	10,709	10,709
2570	GRAND JURY	2250	INFORMATION TECHNOLOGY DEPARTM	688	688	688
2590	SHERIFF-CORONER	2002	NON-DEPTL-OTHR FINCNG USE	379,498	379,498	379,498
		2110	PERSONNEL	350	350	350
		2180	GENERAL SERVICES	16,997	16,997	16,997
		2250	INFORMATION TECHNOLOGY DEPARTM	90,201	90,201	90,201
		2560	DISTRICT ATTORNEY	61,723	61,723	61,723
		3070	MENTAL HEALTH	45,000	45,000	45,000
		3285	LAW ENFORCEMENT MED CARE	80,000	99,000	99,000
2660	PROBATION DEPARTMENT	2002	NON-DEPTL-OTHR FINCNG USE	513,116	513,116	513,116
		2180	GENERAL SERVICES	20,914	20,914	20,914
		2250	INFORMATION TECHNOLOGY DEPARTM	66,736	68,040	68,040
		3000	PUBLIC HEALTH DEPARTMENT	5,700	5,700	5,700
		3070	MENTAL HEALTH	201,688	201,688	201,688
		3075	DRUG & ALCOHOL SERVICES	266,611	266,611	266,611
		3200	SOCIAL SERVICES ADMINISTRATION	23,400	23,400	23,400
		3285	LAW ENFORCEMENT MED CARE	337,487	337,487	337,487
2670	COUNTY FIRE	2002	NON-DEPTL-OTHR FINCNG USE	92,781	92,781	92,781
		2180	GENERAL SERVICES	8,476	8,476	8,476
		2250	INFORMATION TECHNOLOGY DEPARTM	5,005	3,701	3,701
2730	AGRICULTURAL COMMISSIONER	2002	NON-DEPTL-OTHR FINCNG USE	273,623	273,623	273,623
		2180	GENERAL SERVICES	6,355	6,355	6,355
		2250	INFORMATION TECHNOLOGY DEPARTM	21,142	21,142	21,142
		3000	PUBLIC HEALTH DEPARTMENT	16,362	16,362	16,362
2790	EMERGENCY SERVICES	2002	NON-DEPTL-OTHR FINCNG USE	105,230	105,230	105,230
		2040	ADMINISTRATIVE OFFICE	55,855	55,855	55,855
		2180	GENERAL SERVICES	890	890	890
		2250	INFORMATION TECHNOLOGY DEPARTM	6,348	6,348	6,348
2800	PLANNING & BUILDING DEPARTMENT	2002	NON-DEPTL-OTHR FINCNG USE	1,347,348	1,347,348	1,347,348
		2180	GENERAL SERVICES	36,312	36,312	36,312
		2250	INFORMATION TECHNOLOGY DEPARTM	51,473	51,473	51,473

SLO COUNTY BUDGET PREPARATION SYSTEM
INTRAFUND TRANSFERS BY SOURCE

REVENUE SOURCE	DEPARTMENT	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
2840 ANIMAL SERVICES	2002 NON-DEPTL-OTHR FINCNG USE	121,815	121,815	121,815
	2180 GENERAL SERVICES	13,569	13,569	13,569
	2250 INFORMATION TECHNOLOGY DEPARTM	5,216	5,216	5,216
3000 PUBLIC HEALTH DEPARTMENT	2002 NON-DEPTL-OTHR FINCNG USE	1,490,240	1,490,240	1,490,240
	2180 GENERAL SERVICES	21,267	21,267	21,267
	2250 INFORMATION TECHNOLOGY DEPARTM	77,236	86,803	86,803
	2340 RISK MANAGEMENT	8,780	8,780	8,780
	2730 AGRICULTURAL COMMISSIONER	49,875	49,875	49,875
	3075 DRUG & ALCOHOL SERVICES	95,216	95,216	95,216
	3200 SOCIAL SERVICES ADMINISTRATION	121,650	121,650	121,650
3052 PUBLIC GUARDIAN	2180 GENERAL SERVICES	2,565	2,565	2,565
3070 MENTAL HEALTH	2002 NON-DEPTL-OTHR FINCNG USE	1,064,147	1,064,147	1,064,147
	2180 GENERAL SERVICES	60,364	60,364	60,364
	2250 INFORMATION TECHNOLOGY DEPARTM	170,958	170,958	170,958
	2340 RISK MANAGEMENT	10,712	10,712	10,712
	3000 PUBLIC HEALTH DEPARTMENT	48,000	48,000	48,000
	3200 SOCIAL SERVICES ADMINISTRATION	1,650	1,650	1,650
3075 DRUG & ALCOHOL SERVICES	2002 NON-DEPTL-OTHR FINCNG USE	292,949	292,949	292,949
	2180 GENERAL SERVICES	17,980	17,980	17,980
	2250 INFORMATION TECHNOLOGY DEPARTM	58,551	58,551	58,551
	2340 RISK MANAGEMENT	3,342	3,342	3,342
	3070 MENTAL HEALTH	49,391	49,391	49,391
	3200 SOCIAL SERVICES ADMINISTRATION	1,650	1,650	1,650
3200 SOCIAL SERVICES ADMINISTRATION	2002 NON-DEPTL-OTHR FINCNG USE	3,595,244	3,595,244	3,595,244
	2050 AUDITOR-CONTROLLER	14,000	14,000	14,000
	2180 GENERAL SERVICES	446,394	446,394	446,394
	2250 INFORMATION TECHNOLOGY DEPARTM	759,943	742,375	742,375
	2340 RISK MANAGEMENT	26,622	26,622	26,622
	2560 DISTRICT ATTORNEY	8,000	8,000	8,000
	2660 PROBATION DEPARTMENT	4,300	4,300	4,300
	3000 PUBLIC HEALTH DEPARTMENT	129,272	129,272	129,272
	3070 MENTAL HEALTH	753,573	853,573	853,573
	3075 DRUG & ALCOHOL SERVICES	533,470	473,470	473,470
3285 LAW ENFORCEMENT MED CARE	2002 NON-DEPTL-OTHR FINCNG USE	12,427	12,427	12,427
	3000 PUBLIC HEALTH DEPARTMENT	26,834	26,834	26,834
3320 CALIF CHILDRENS SERVICES	2180 GENERAL SERVICES	5,632	5,632	5,632
	2250 INFORMATION TECHNOLOGY DEPARTM	9,567	0	0
3330 VETERANS SERVICES	2180 GENERAL SERVICES	2,131	2,131	2,131
	2250 INFORMATION TECHNOLOGY DEPARTM	2,864	2,864	2,864

SLO COUNTY BUDGET PREPARATION SYSTEM
INTRAFUND TRANSFERS BY SOURCE

REVENUE SOURCE		DEPARTMENT		2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
4030	FARM ADVISOR	2180	GENERAL SERVICES	468	468	468
		2250	INFORMATION TECHNOLOGY DEPARTM	6,896	6,896	6,896
6000	MEDICAL SERVICES	2050	AUDITOR-CONTROLLER	925	925	925
			TOTAL INTRAFUND TRANSFERS	17,345,511	17,301,059	17,301,059

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
2001 NON-DEPARTMENTAL REVENUES	8221 REIMBURSEMENTS-AIRPORT FA	92,700	0	0	0
	8336 HOMEOWNER PROP TAX RELIEF	788,975	799,626	799,626	799,626
	8399 STATE AID - OTHER	24,272	0	0	0
	8460 STATE-MOTOR VEH LIC FEE	16,749,665	11,500,000	11,500,000	11,600,000
	8462 OTHER STATE IN-LIEU TAXES	795	0	0	0
	8465 OPEN SPACE SUBVENTION	1,125,138	0	0	0
	8601 FED AID ENTITLEMNT LAND	511,378	340,000	340,000	340,000
	8805 OTHER GOV'T: RDA PASS THRU	568,216	639,500	639,500	639,500
	9010 PROP. TAXES CURR. SECURED	56,438,326	61,891,933	61,891,933	61,891,933
	9011 SUPPLEMENTAL-CURR.SECURED	2,626,188	2,000,000	2,000,000	2,000,000
	9012 REDEVELOPMENT AGENCY TAX	(924,948)	(1,112,331)	(1,112,331)	(1,112,331)
	9017 RETURN RDA PASSTHRU - S1290	35,112	0	0	0
	9020 PROP. TAXES CURR. UNSEC.	1,822,105	1,902,084	1,902,084	1,902,084
	9021 SUPPLEMENTAL-CURR.UNSEC.	36,092	9,500	9,500	9,500
	9110 PROP. TAXES PRIOR SECURED	(172,552)	(175,000)	(175,000)	(175,000)
	9111 SUPPLEMENTL-PRIOR SECURED	(897)	0	0	0
	9120 PROP. TAXES PRIOR UNSEC.	28,846	30,000	30,000	30,000
	9121 SUPPLEMENTAL-PRIOR UNSEC	25,100	20,000	20,000	20,000
	9129 REDEMPTION FEES	27,850	30,000	30,000	30,000
	9132 PENALTIES-DELINQUENT TAX	115,306	150,000	150,000	150,000
	9133 PENALTIES-C O F	4,051	200	200	200
	9135 TLRF PROCEEDS	200,000	200,000	500,000	500,000
	9151 SALES AND USE TAXES	5,854,602	5,800,000	5,800,000	5,800,000
	9160 FRANCHISES-CABLE	416,965	450,000	450,000	450,000
	9161 FRANCHISE FEES-PUB UTIL	1,017,825	1,163,000	1,163,000	1,163,000
	9162 FRANCHISE FEES-GARBAGE	451,397	350,000	457,981	457,981
	9164 FRANCHISE FEES-PETROLEUM	(5,000)	14,000	14,000	14,000
	9191 AIRCRAFT TAX	219,788	230,000	230,000	230,000
	9192 PROPERTY TRANSFER TAX	2,353,752	2,125,714	2,125,714	2,125,714
	9194 RACEHORSE TAX	10,544	10,000	10,000	10,000
	9195 TRANSIENT OCCUPANCY TAX	4,520,057	5,000,000	4,500,000	4,500,000
	9197 TIMBER TAX RESERVES	188	0	0	0
	9287 FIBER OPTIC FEES	449,726	0	0	0
	9295 BURIAL PERMITS	60,669	0	0	0
	9310 VEHICLE FORFEITURES-VC14607.6	300	0	0	0
	9409 OTHER INTEREST	4,917	0	0	0
	9410 INTEREST	1,157,362	1,600,000	1,600,000	1,600,000
	9587 AMBULANCE REIMBURSEMENT	40,775	40,000	40,000	40,000
	9705 SEPARATE TAX BILL COSTS	41,321	39,400	39,400	39,400
	9724 SUPPLEMENTAL ROLL-5% ADMN	735,740	582,000	582,000	582,000
	9729 PROP TAX ADMIN FEE-SB2557	1,053,013	965,000	1,057,019	1,057,019
	9911 ELECTRIC DEREGULATION SETTLEME	1,275,160	436,825	436,825	436,825
	9930 REV APPLICABLE PRIOR YRS	140,918	0	0	0
	9960 OTHER REVENUE	1,659	0	0	0
	9987 SETTLEMNTS.DAMAGES.&REST.	920	0	0	0
	TOTAL:	99,924,316	97,031,451	97,031,451	97,131,451
2002 NON-DEPTL-OTHR FINCNG USE	8215 DEPT BILLINGS-GEN CO OH	1,853,893	2,108,496	2,108,496	2,108,496
	8817 INTERNAL LOAN REPAYMENT-PRIN	203,414	0	0	0
	8818 INTERNAL LOAN REPAYMENT-INT	55,080	0	0	0

DEPARTMENT	REVENUE TYPE	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
2002 (Continued)	9492 BILLINGS OH-OUTSIDE AGENCIES	(7,063)	440,131	440,131	440,131
	9960 OTHER REVENUE	(22)	0	0	0
	TOTAL:	2,105,302	2,548,627	2,548,627	2,548,627
2005 SHORT-TERM FINANCING	9135 TLRF PROCEEDS	60,000	60,000	60,000	60,000
	9401 TRAN INTEREST REVENUE	914,979	390,000	390,000	390,000
	TOTAL:	974,979	450,000	450,000	450,000
2006 COURT OPERATIONS	9294 MARRIAGE LICENSES	14	0	0	0
	9301 50% EXCESS MOE REVENUE-ST	(495,435)	(440,000)	(440,000)	(440,000)
	9304 RED LIGHT - VC21453. 54. 57	1,072	500	500	500
	9308 CIVIL ASSESSMENT-PC1214.1	400,110	0	0	0
	9322 TRAFFIC SCH-VC42007.1($24)	292,440	320,000	320,000	320,000
	9323 CNTY FIX IT-VC 40611	20,778	25,000	25,000	25,000
	9324 COUNTY PARKING	0	50	50	50
	9325 CO-FAILURE TO APPEAR(FTA)	29,901	50,000	50,000	50,000
	9326 CO MOTOR VEH/CRIM FINES	719,248	730,000	730,000	730,000
	9330 DOMESTIC VIOLC-PC1203.097	100	0	0	0
	9333 CITIES FIX IT-VC40611	18,821	18,000	18,000	18,000
	9336 HEAD TRAUMA-VC27315	1,454	1,500	1,500	1,500
	9339 SUPERIOR COURT FINES-BASE	21,233	27,000	27,000	27,000
	9348 TRAFFIC SCHOOL FEES	1,016,371	995,000	995,000	995,000
	9353 VITAL STATS FEE-GC 26859	2,417	1,000	1,000	1,000
	9360 SMALL CLAIMS FEES	17,435	0	0	0
	9372 BUSINESS & PROFESSIONS	(5,697)	2,400	2,400	2,400
	9373 HEALTH/SAFETY FINES/FORFT	1,959	1,000	1,000	1,000
	9379 CITIES- ALL MISDEMEANORS	36,853	28,500	28,500	28,500
	9383 CITY MOTOR VEHICLE FINES	104,256	101,000	101,000	101,000
	9390 ST PENALTY F&GAME-PC1464	3,139	2,800	2,800	2,800
	9399 ST PENALTY ASSMNTS-PC1464	530,840	460,000	460,000	460,000
	9548 TRAFFIC SCHOOL FEES - CITY	32,680	22,000	22,000	22,000
	9562 TR CT TRUST-GC26823	168	200	200	200
	9564 TR CT TRUST-GC26827.4	1,131	50	50	50
	9565 TR CT TRUST-GC26830	39,423	28,000	28,000	28,000
	9566 TR CT TRUST-GC26833.1	3,787	24,200	24,200	24,200
	9567 TR CT TRUST-GC26835.1	4	0	0	0
	9573 TR CT TRUST - GC26852.1	61	50	50	50
	9578 TR CT TRUST-GC72060	7	50	50	50
	9625 ELECTION SERVICES	19	0	0	0
	9660 RECORDERS FEE GC27361.4	2,656	0	0	0
	9675 COURT FEES AND COSTS	711	0	0	0
	9677 REIMB JUV COURT PROF FEES	11,856	3,000	3,000	3,000
	9695 RECORDING FEES	591,811	360,000	360,000	360,000
	9699 CHANGE OF OWNERSHIP FEE	200	0	0	0
	9757 COPYING FEES	40	0	0	0
	9760 MOTION FEE-GC26830(A)	2,369	2,000	2,000	2,000
	9770 MOTION SUM JDG-GC	10,500	8,000	8,000	8,000
	9778 OTHER CLERK FEES	1,305	0	0	0
	9779 BOARD CLERK FEES	50	0	0	0
	9780 COUNTY CIVIL FEES	26,218	0	0	0

DEPARTMENT	REVENUE TYPE	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
2006 (Continued)	9980 CASH OVERAGES	9	0	0	0
	TOTAL:	3,442,314	2,771,300	2,771,300	2,771,300
2040 ADMINISTRATIVE OFFICE	8222 SUPPRT BLNG TO GOVTL AGCY	73,306	159,964	159,964	159,964
	8324 SB90 STATE MANDATED COSTS	0	30,000	30,000	30,000
	9948 REIMBURSEMENT-CO DEPT/FND	377	0	0	0
	9953 EMPLOYEE REIMBURSEMENTS	80	100	100	100
	9956 PUB INFO SALE-COMP FILES	2,242	2,000	2,000	2,000
	9960 OTHER REVENUE	325	0	0	0
	TOTAL:	76,330	192,064	192,064	192,064
2050 AUDITOR-CONTROLLER	8222 SUPPRT BLNG TO GOVTL AGCY	0	530,071	530,071	530,071
	8324 SB90 STATE MANDATED COSTS	0	40,000	40,000	40,000
	9135 TLRF PROCEEDS	238,000	308,338	250,000	250,000
	9610 ADMINISTRATIVE SERVICES	90,641	103,044	103,044	103,044
	9611 SPECIAL ASSESSMENT FEES	123,242	123,300	123,300	123,300
	9728 COBRA MED INS ADMIN FEE	682	0	0	0
	9950 BOOK,PAMPHLT,BROCHR SALES	462	775	775	775
	9956 PUB INFO SALE-COMP FILES	56	0	0	0
	9960 OTHER REVENUE	378	0	0	0
	9961 1915 BOND ACT ASSESSMENT	6,100	20,000	20,000	20,000
	TOTAL:	459,561	1,125,528	1,067,190	1,067,190
2060 TREAS-TAX COLL-PUBLIC ADM	9130 DELINQUENT/COST REIMBRSMT	128,937	130,000	130,000	130,000
	9196 SALE OF TAX DEEDED PROP.	32,550	19,500	19,500	19,500
	9220 BUSINESS LICENSES	57,214	42,396	42,396	42,396
	9609 RED INSTALLMENT PLAN FEE	1,274	2,500	2,500	2,500
	9610 ADMINISTRATIVE SERVICES	538,501	710,700	710,700	710,700
	9613 PROP.REDEMPT.SEARCH FEES	25,200	23,600	23,600	23,600
	9631 SEGREGATIONS FEE	150	260	260	260
	9632 DMV DELINQUENT VESSEL FEE	238	300	300	300
	9633 UNSEC DELINQUENT COLL FEE	13,152	25,000	25,000	25,000
	9680 ESTATE FEES	5,343	8,500	8,500	8,500
	9775 MOBL HOME DUP TX CLEARNCE	326	210	210	210
	9781 MISCELLANEOUS FEES	7,395	390	390	390
	9927 LIBRARY CARD ACCESS FEES	4,671	6,016	6,016	6,016
	9937 TAX DEPT RETRND CHECK FEE	5,668	5,520	5,520	5,520
	9944 ADV COSTS TX DEEDED PROP	1,390	1,300	1,300	1,300
	9956 PUB INFO SALE-COMP FILES	3,179	2,000	2,000	2,000
	9959 SERVICE CHGE RETRND CHKS	15,037	17,035	17,035	17,035
	9960 OTHER REVENUE	41	250	250	250
	9980 CASH OVERAGES	2,538	2,500	2,500	2,500
	TOTAL:	842,804	997,977	997,977	997,977
2070 ASSESSOR	8324 SB90 STATE MANDATED COSTS	0	0	2,500	2,500
	8495 ST-AB818 PROPERTY TAX ADMIN	930,203	873,288	873,288	873,288
	9624 AIRCRAFT FILING FEE	90	0	0	0
	9625 ELECTION SERVICES	35	0	0	0
	9740 CUTS & COMBINATN REQUESTS	4,935	4,000	4,000	4,000
	9749 INSTITUTIONAL CARE/SERVCE	210	0	0	0

DEPARTMENT	REVENUE TYPE	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
2070 (Continued)	9751 LOST-DAMAGED MATERIALS	8	0	0	0
	9799 OTHER SERVICE CHARGES	147,115	150,000	150,000	150,000
	9950 BOOK,PAMPHLT,BROCHR SALES	205	0	0	0
	9951 MAP SALES	19,352	18,500	18,500	18,500
	9956 PUB INFO SALE-COMP FILES	18,629	25,000	25,000	25,000
	9960 OTHER REVENUE	6,888	2,500	2,500	2,500
	TOTAL:	1,127,670	1,073,288	1,075,788	1,075,788
2080 CONTRIBUTIONS TO OTHER AGENCIE	9931 REF/ADJ-PRIOR YEAR EXPENS	3,493	0	0	0
	9967 CONTRIBUTIONS - NON GOVTL	3,349	0	0	0
	9997 TOBACCO SETTLEMENT	375,000	375,000	375,000	530,000
	TOTAL:	381,842	375,000	375,000	530,000
2100 COUNTY COUNSEL	8324 SB90 STATE MANDATED COSTS	0	22,402	22,402	22,402
	8333 STATE AID-NUCLEAR PLANNG	1,362	1,223	1,223	1,223
	9635 LEGAL SERVICES	60,933	79,750	79,750	79,750
	9681 GUARDIANSHIP FEES	4,700	3,000	3,000	3,000
	9899 OTHER REVENUE	0	122,000	122,000	122,000
	9949 OTHER REIMBURSEMENTS	11,784	1,000	1,000	1,000
	9953 EMPLOYEE REIMBURSEMENTS	449	0	0	0
	TOTAL:	79,228	229,375	229,375	229,375
2110 PERSONNEL	8222 SUPPRT BLNG TO GOVTL AGCY	0	0	225,052	225,052
	8333 STATE AID-NUCLEAR PLANNG	1,919	500	500	500
	9192 PROPERTY TRANSFER TAX	(5)	0	0	0
	9757 COPYING FEES	521	100	100	100
	TOTAL:	2,435	600	225,652	225,652
2179 OPERATIONS CENTER	8222 SUPPRT BLNG TO GOVTL AGCY	2,699	0	0	0
	8252 INTERFD BLLNGS-WATER	20,885	0	0	0
	9859 WATER SALES FOR RESALE	4,385	0	0	0
	TOTAL:	27,969	0	0	0
2180 GENERAL SERVICES	8204 GEN SRVS BLNG-CUST/MAINT	45,334	0	0	0
	8205 GEN SRVS BLNG-POSTAGE	102,992	106,011	106,011	106,011
	8219 CIP/FIXED ASSET BILLINGS	266,886	0	0	0
	8222 SUPPRT BLNG TO GOVTL AGCY	2,057,864	2,596,837	2,933,413	2,933,413
	8333 STATE AID-NUCLEAR PLANNG	6,289	1,587	1,587	1,587
	8811 TRANSFERS IN-CAPTL PROJ	75,000	0	0	0
	9421 COMMUNICATION LEASE FACIL	11,550	7,450	7,450	7,450
	9431 RENT-LAND/BLDG-SHORT TERM	87,618	91,861	91,861	91,861
	9432 RENT-LAND/BLDG-LONG TERM	136,630	125,698	125,698	125,698
	9434 FARM LAND RENT	420	300	300	300
	9436 EQUIPMENT RENT	295	0	0	0
	9438 RENTAL OF VETERANS BLDGS.	78,669	75,000	75,000	75,000
	9497 OTHER BILLINGS TO COURTS	136,031	0	0	0
	9499 BILLINGS TO OUTSIDE AGENCIES	6,950	1,558	1,558	1,558
	9713 VENDING MACHINE REVENUE	50	0	0	0
	9764 GROUP ENTRANCE FEES	(160)	0	0	0
	9768 INCOME FROM CONCESSIONS	10,158	10,000	10,000	10,000

DEPARTMENT	REVENUE TYPE	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
2180 (Continued)	9931 REF/ADJ-PRIOR YEAR EXPENS	1,200	0	0	0
	9940 SALE OF FIXED ASSETS	6,818	15,000	15,000	15,000
	9949 OTHER REIMBURSEMENTS	400	0	0	0
	9953 EMPLOYEE REIMBURSEMENTS	208	0	0	0
	9955 OTHER SALES	350	1,100	1,100	1,100
	9960 OTHER REVENUE	10,443	6,100	6,100	6,100
	9969 BAD DEBT RECOVERY	(447)	0	0	0
	9987 SETTLEMNTS,DAMAGES,&REST.	120	0	0	0
	TOTAL:	3,041,668	3,038,502	3,375,078	3,375,078
2208 MAINTENANCE PROJECTS	8218 MAINT PROJECT BILLINGS	410,361	402,960	391,660	451,660
	8219 CIP/FIXED ASSET BILLINGS	96,507	0	0	0
	8347 STATE AWARDED GRANTS	58,736	0	0	0
	8358 ST AID-PROP 12 PARKS GRANT	106,835	0	0	0
	8363 STATE COASTAL GRANT	9,230	0	0	0
	8496 ST AID-PASS THRU GRANTS	117,849	0	0	0
	8671 FED AID - HUD GRANTS	191,940	0	0	0
	8849 TRFR IN-PROJ FROM BU 2207	3,263,311	0	0	0
	8853 OPR TRF IN - PFF PARKS	3,247	0	0	0
	9366 OFF-HIGHWAY MOTOR FINES	12,720	0	0	0
	9394 PENALTY AS-CRIM JUS CONST	2,045	0	0	0
	9395 PENALTY AS-CTHS TEMP CONS	146,908	0	0	0
	9776 PARKLAND FEE (QUIMBY FEE)	200,213	0	0	0
	9931 REF/ADJ-PRIOR YEAR EXPENS	830	0	0	0
	9955 OTHER SALES	300	0	0	0
	9989 DEPT BILLINGS - CUSTODIAL MAIN	1,110	0	0	0
	TOTAL:	4,622,142	402,960	391,660	451,660
2240 DEVELOPMENT SERVICES	9251 BUILDING PERMITS	23,112	0	0	0
	9255 MINOR USE PERMIT APPLICATION	12,646	0	0	0
	9282 PLOT PLANS	135	0	0	0
	9555 PREAPPLICATION PROCESS	7,536	0	0	0
	9559 FLOOD HAZARD FEES	977	0	0	0
	9647 FILING FEES-CORNER RECORD	1,506	0	0	0
	9648 LOT LINE ADJUSTMENTS	5,129	0	0	0
	9704 DEVELOPMENT FEE- ADMIN	7,072	0	0	0
	9785 MONUMENTATION FEES	42,083	0	0	0
	9786 DRAINGE RVW-PLOT/SITE PLN	56,492	0	0	0
	9791 DEVELOPMENT PLAN INSPECTN	63,984	0	0	0
	9792 PAR MAP CHECKING THRU T/A	26,750	0	0	0
	9793 TR MAP CHECKING THRU T/A	70,666	0	0	0
	9797 ROAD EXCPTN REQ-TRACT MAP	290	0	0	0
	9798 RECORDS OF SURVEY FEES	26,012	0	0	0
	9930 REV APPLICABLE PRIOR YRS	(86)	0	0	0
	9951 MAP SALES	3,559	0	0	0
	9959 SERVICE CHGE RETRND CHKS	15	0	0	0
	9960 OTHER REVENUE	384	0	0	0
	9975 PM INSPECT-IMP PLANS P11E	52,669	0	0	0
	9976 TM INSPECT-IMP PLANS P11D	162,827	0	0	0
	9978 ANNEXATION BUY-IN FEE	2,321	0	0	0
	TOTAL:	566,079	0	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

		2002-03	2003-04	2003-04	2003-04
DEPARTMENT	REVENUE TYPE	ACTUAL	REQUESTED	RECOMMENDED	ADOPTED
2245 PUBLIC WORKS SPECIAL SERVICES	8222 SUPPRT BLNG TO GOVTL AGCY	0	30,722	27,620	27,620
	8333 STATE AID-NUCLEAR PLANNG	0	19,061	19,061	19,061
	9251 BUILDING PERMITS	0	29,611	29,611	29,611
	9255 MINOR USE PERMIT APPLICATION	0	15,454	15,454	15,454
	9432 RENT-LAND/BLDG-LONG TERM	0	7,240	7,240	7,240
	9555 PREAPPLICATION PROCESS	0	10,816	10,816	10,816
	9559 FLOOD HAZARD FEES	0	1,267	1,267	1,267
	9612 ASSESSMNT APPORTNMNT FEES	0	2,000	2,000	2,000
	9647 FILING FEES-CORNER RECORD	0	1,784	1,784	1,784
	9648 LOT LINE ADJUSTMENTS	0	4,626	4,626	4,626
	9704 DEVELOPMENT FEE- ADMIN	0	770	770	770
	9785 MONUMENTATION FEES	0	101,328	101,328	101,328
	9786 DRAINGE RVW-PLOT/SITE PLN	0	59,804	59,804	59,804
	9791 DEVELOPMENT PLAN INSPECTN	0	67,613	81,904	81,904
	9792 PAR MAP CHECKING THRU T/A	0	40,812	40,812	40,812
	9793 TR MAP CHECKING THRU T/A	0	86,397	86,397	86,397
	9797 ROAD EXCPTN REQ-TRACT MAP	0	125	125	125
	9798 RECORDS OF SURVEY FEES	0	34,931	34,931	34,931
	9859 WATER SALES FOR RESALE	0	19,658	20,268	20,268
	9951 MAP SALES	0	1,582	1,582	1,582
	9960 OTHER REVENUE	0	398	398	398
	9975 PM INSPECT-IMP PLANS P11E	0	68,258	82,688	82,688
	9976 TM INSPECT-IMP PLANS P11D	0	191,728	232,382	232,382
	TOTAL:	0	795,985	862,868	862,868
2250 INFORMATION TECHNOLOGY DEPARTM	8201 ISD BLLNGS- PHONE	282,394	300,641	300,641	300,641
	8202 ISD BILLINGS-DP SUPPORT	254,178	225,169	225,169	225,169
	8203 ISD BILLINGS-RADIO/COMMNS	15,462	17,624	17,624	17,624
	8234 ISD BILLINGS - DAS	198,140	0	0	0
	8246 ISD BILLINGS-OFFICE AUTOMATION	48,443	27,294	27,294	27,294
	8247 ISD BILLINGS-PROGRAMMING	45,494	18,114	18,114	18,114
	8333 STATE AID-NUCLEAR PLANNG	51,016	48,734	48,734	48,734
	8821 TRANSFER IN FR AUTOMATION REPL	793,664	0	0	0
	9497 OTHER BILLINGS TO COURTS	482,714	481,589	481,589	481,589
	9499 BILLINGS TO OUTSIDE AGENCIES	38,108	40,758	40,758	40,758
	9655 DATA PROCCESSNG/INFO SRVS	232,225	246,839	246,839	246,839
	9656 COMMUNICATION SERVICE REV	172,034	222,408	222,408	222,408
	9714 COIN TELEPHONE COMMISSION	5,331	4,500	4,500	4,500
	9931 REF/ADJ-PRIOR YEAR EXPENS	6,396	0	0	0
	9936 REFUNDS/EXCISE TAX	163	0	0	0
	9953 EMPLOYEE REIMBURSEMENTS	89	0	0	0
	9960 OTHER REVENUE	300	352,412	642,776	642,776
	TOTAL:	2,626,151	1,986,082	2,276,446	2,276,446
2290 SERVICES TO SPL DISTRICTS	8333 STATE AID-NUCLEAR PLANNG	13,121	0	0	0
	9432 RENT-LAND/BLDG-LONG TERM	7,021	0	0	0
	9558 FRANCHISE APPLIC REVIEW	18,577	0	0	0
	9591 PUBLIC EDUCATION GOV'T ACCESS	(35,570)	0	0	0
	9612 ASSESSMNT APPORTNMNT FEES	5,029	0	0	0
	TOTAL:	8,178	0	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
2340 RISK MANAGEMENT	8214 INS BLLNG TO COUNTY AGCY	648,976	302,724	302,724	302,724
	8222 SUPPRT BLNG TO GOVTL AGCY	0	380,857	270,634	270,634
	9497 OTHER BILLINGS TO COURTS	4,772	0	0	0
	9953 EMPLOYEE REIMBURSEMENTS	7	0	0	0
	TOTAL:	653,755	683,581	573,358	573,358
2509 CLERK/RECORDER	8324 SB90 STATE MANDATED COSTS	0	151,707	151,707	151,707
	8399 STATE AID - OTHER	4,428	5,000	5,000	5,000
	9294 MARRIAGE LICENSES	5,964	6,000	6,000	6,000
	9499 BILLINGS TO OUTSIDE AGENCIES	1,275	1,000	1,000	1,000
	9625 ELECTION SERVICES	318,290	10,500	20,400	20,400
	9637 INVOLUNTARY LIEN NOTICES	9,072	8,000	8,000	8,000
	9660 RECORDERS FEE GC27361.4	364,638	191,500	191,500	191,500
	9693 RECORDER'S SPECL PROJECTS	199,487	273,600	251,749	251,749
	9694 RECORDG FEE-MICROGRAPHICS	66,145	88,046	88,046	88,046
	9695 RECORDING FEES	1,207,604	700,000	700,000	700,000
	9696 RECORDING FEES-VHS	1,544	6,731	6,731	6,731
	9699 CHANGE OF OWNERSHIP FEE	15,400	10,000	10,000	10,000
	9757 COPYING FEES	28,997	9,400	9,400	9,400
	9778 OTHER CLERK FEES	296,383	185,000	185,000	185,000
	9779 BOARD CLERK FEES	15,802	16,000	16,000	16,000
	9792 PAR MAP CHECKING THRU T/A	2,892	5,000	5,000	5,000
	9949 OTHER REIMBURSEMENTS	285	0	0	0
	9956 PUB INFO SALE-COMP FILES	26,916	4,450	4,450	4,450
	9980 CASH OVERAGES	6,094	0	0	0
	TOTAL:	2,571,216	1,671,934	1,659,983	1,659,983
2550 PUBLIC DEFENDER	8337 STATE REIMB-CMC/ASH CASES	202,497	185,000	185,000	185,000
	9619 PUBLIC DEFENDR SRVS-ADULT	0	7,500	10,000	10,000
	TOTAL:	202,497	192,500	195,000	195,000
2560 DISTRICT ATTORNEY	8222 SUPPRT BLNG TO GOVTL AGCY	44,617	45,259	45,259	45,259
	8324 SB90 STATE MANDATED COSTS	0	391,000	295,000	295,000
	8326 STATE AID- EXTRADITION	14,269	28,000	28,000	28,000
	8337 STATE REIMB-CMC/ASH CASES	151,011	271,000	271,000	271,000
	8341 ST AID-INS FRAUD INVESTIG	73,290	53,000	53,000	53,000
	8342 ST AID-DMV-VEH CRIME INV	107,883	117,000	117,000	117,000
	8347 STATE AWARDED GRANTS	246,809	242,586	242,586	242,586
	8359 ST AID PROP 36 SUBSTANCE ABUSE	10,576	10,800	10,800	10,800
	8399 STATE AID - OTHER	7,125	7,000	7,000	7,000
	8448 ST AID-PUBLIC SAFETY SRVC	2,008,022	1,913,073	1,913,073	1,913,073
	8490 ST AID - SLESF	88,072	99,000	99,000	99,000
	9310 VEHICLE FORFEITURES-VC14607.6	150	500	500	500
	9334 SMALL CLAIMS ADVISORY FEE	4,992	5,500	5,500	5,500
	9342 SETTLEMENTS/JUDGEMENTS	0	7,000	7,000	7,000
	9356 BLOOD ALCOHOL FINES	11,570	24,000	24,000	24,000
	9373 HEALTH/SAFETY FINES/FORFT	172	0	0	0
	9586 WITNESS/DEPOSITION FEES	150	0	0	0
	9610 ADMINISTRATIVE SERVICES	188,209	190,000	190,000	190,000
	9627 DEFERRED ENTRY OF JUDGMENT	63,663	55,000	55,000	55,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
2560 (Continued)	9908 SETTLEMENTS-ENVIRONMENTAL	0	40,000	40,000	40,000
	9927 LIBRARY CARD ACCESS FEES	(50)	0	0	0
	9960 OTHER REVENUE	12,630	11,000	24,250	24,250
	9980 CASH OVERAGES	83	500	500	500
	TOTAL:	3,033,243	3,511,218	3,428,468	3,428,468
2561 CHILD SUPPORT SERVICES	8332 ST AID-F/S COLLCTN INCENT	66,437	0	0	0
	8346 ST AID-MEDICL INS INCENTV	23,213	0	0	0
	8380 ST AID - CHILD SUP ADMIN	1,259,994	1,560,988	1,560,988	1,560,988
	8599 PRIOR YR ST GRANT PROCEEDS	(48,146)	0	0	0
	8680 FED AID-CHILD SUP ADMIN	2,942,243	3,030,153	3,030,153	3,030,153
	8682 FED AID-INCENTIVES	171,836	0	0	0
	9409 OTHER INTEREST	4,443	0	0	0
	9635 LEGAL SERVICES	1,210	0	0	0
	9723 LABORATORY SERVICES	4,024	0	0	0
	9960 OTHER REVENUE	0	122,000	122,000	122,000
	TOTAL:	4,425,254	4,713,141	4,713,141	4,713,141
2562 VICTIM/WITNESS ASSISTANCE	8324 SB90 STATE MANDATED COSTS	0	12,000	3,000	3,000
	8337 STATE REIMB-CMC/ASH CASES	10,098	22,000	22,000	22,000
	8347 STATE AWARDED GRANTS	544,136	515,561	515,561	515,561
	9293 DOMESTIC VIOLENCE FEES	0	54,986	54,000	54,000
	9967 CONTRIBUTIONS - NON GOVTL	0	1,500	1,500	1,500
	TOTAL:	554,234	606,047	596,061	596,061
2590 SHERIFF-CORONER	8222 SUPPRT BLNG TO GOVTL AGCY	61,414	69,199	69,199	69,199
	8241 SHERIFF BILLINGS FOR SECURITY	303,497	222,164	269,501	269,501
	8324 SB90 STATE MANDATED COSTS	50,000	50,000	50,000	50,000
	8333 STATE AID-NUCLEAR PLANNG	17,998	15,240	15,240	15,240
	8342 ST AID-DMV-VEH CRIME INV	96,726	120,000	120,000	120,000
	8347 STATE AWARDED GRANTS	723,901	612,206	612,206	612,206
	8356 STATE REIMB FOR DNA TESTING	180	300	300	300
	8362 ST REV-PAROLE HOLDS	390,108	400,000	400,000	400,000
	8366 ST AID - ILLEGAL PLANT SUPPR	26,993	0	0	0
	8399 STATE AID - OTHER	224,311	182,500	182,500	182,500
	8448 ST AID-PUBLIC SAFETY SRVC	9,052,655	8,640,510	8,640,510	8,640,510
	8490 ST AID - SLESF	619,883	0	0	0
	8599 PRIOR YR ST GRANT PROCEEDS	132,000	0	0	0
	8618 FEDERAL AID-COPS AHEAD	112,391	50,000	84,000	84,000
	8621 FED AID-LLEBG GRANT	83,526	0	0	0
	8654 FED AID - SCAAP PASS THRU	13,413	0	0	0
	8659 FEDERAL AID - OTHER	38,959	40,000	40,000	40,000
	8701 OTHER GOVT AGENCY REVENUE	17,455	28,000	28,000	28,000
	8855 OPR TRF IN - PFF LAW ENFORC	54,000	0	0	0
	9288 FINGER PRINTING FEES	11,125	11,000	11,000	11,000
	9289 EXPLOSIVE PERMITS	1,200	600	600	600
	9292 GUN PERMITS	3,580	4,000	4,000	4,000
	9324 COUNTY PARKING	3,480	3,500	3,500	3,500
	9351 ASSET FORFEITURES	0	25,000	25,000	25,000
	9358 PENALTY AS-FINGERPRINT ID	133,935	118,339	117,839	117,839

DEPARTMENT	REVENUE TYPE	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
2590 (Continued)	9498 SHERIFF BLNGS - COURT SECUR	2,082,751	2,310,361	2,310,361	2,310,361
	9499 BILLINGS TO OUTSIDE AGENCIES	18,274	0	0	0
	9588 INMATE ASSISTANCE REIMBRS	245	500	500	500
	9589 BOOKING FEES-INDIVIDUALS	45,883	50,000	50,000	50,000
	9593 FED AID-F/S COLL INCENTIV	100,330	102,336	102,336	102,336
	9663 HOME DETENTION PROGRAM	73,800	50,000	50,000	50,000
	9668 ALTERNATIVE WORK PROG REV	48,328	45,000	45,000	45,000
	9669 WEEKENDER PROGRAM	45,640	50,000	50,000	50,000
	9670 CIVIL PROCESS SERVICE	153,824	95,000	95,000	95,000
	9690 LAW ENFORCEMENT SERVICES	66,461	55,000	55,000	55,000
	9691 BOOKING FEES (SB 2557)	370,278	350,000	350,000	350,000
	9708 REIMB FOR PROJ COSTS	6,139	4,000	4,000	4,000
	9931 REF/ADJ-PRIOR YEAR EXPENS	29,470	0	0	0
	9940 SALE OF FIXED ASSETS	2,638	0	0	0
	9949 OTHER REIMBURSEMENTS	6,255	3,000	3,000	3,000
	9954 EMPL MEALS/IN-HOUSE FOOD	3,065	5,000	5,000	5,000
	9960 OTHER REVENUE	12,502	15,000	34,000	34,000
	9997 TOBACCO SETTLEMENT	125,000	125,000	125,000	125,000
	TOTAL:	15,363,613	13,852,755	13,952,592	13,952,592
2660 PROBATION DEPARTMENT	8302 ST RLGN-SALES TX-SOC SRVC	166,516	190,000	190,000	190,000
	8337 STATE REIMB-CMC/ASH CASES	2,335	6,000	6,000	6,000
	8339 ST AID-DRUG AND ALCOHOL	400	0	0	0
	8347 STATE AWARDED GRANTS	51,760	116,832	116,832	116,832
	8359 ST AID PROP 36 SUBSTANCE ABUSE	281,637	0	0	0
	8399 STATE AID - OTHER	89,021	311,699	312,699	312,699
	8448 ST AID-PUBLIC SAFETY SRVC	2,358,748	2,239,932	2,239,932	2,239,932
	8467 ST-10% REST FINE REBATE	8,674	12,000	12,000	12,000
	8469 ST-10% SBOC VOC REBATE	5,994	4,500	4,500	4,500
	8490 ST AID - SLESF	978,788	906,686	946,636	946,636
	8656 FEDERAL-GRANTS	339,171	228,124	228,124	228,124
	8660 FEDERAL - WELFARE ADMIN	2,525,423	2,222,902	2,222,902	2,342,902
	8667 FED AID-NUTRITION PROGRAM	78,341	48,000	48,000	48,000
	8701 OTHER GOVT AGENCY REVENUE	59,369	269,575	269,575	269,575
	9312 PROBA DRUG FEE-PC1203.1AB	2,381	1,800	1,800	1,800
	9320 BATTRD WM SHEL-PC1203.097	661	0	0	0
	9337 PA-EMERGENCY MED SERVICES	1,170	0	0	0
	9339 SUPERIOR COURT FINES-BASE	6,680	9,000	9,000	9,000
	9357 AIDS EDUCATION FINE-PC264	273	50	50	50
	9373 HEALTH/SAFETY FINES/FORFT	14,322	15,000	15,000	15,000
	9549 ELECTRONIC MONITORING FEE	0	1,000	1,000	1,000
	9592 MONITORING FEE-PC1203.1B	143,230	210,000	210,000	210,000
	9595 DIVERSN MONITRG-PC1001.53	454	0	0	0
	9601 CHANGE OF PLEA	650	600	600	600
	9602 PROBA MGMNT FEE-ADULTS	10,270	15,000	15,000	15,000
	9605 SENTENCING REPORT FEE	65,690	97,000	97,000	97,000
	9606 RESTITN COLL FEE-PC1203.1	31,930	30,000	30,000	30,000
	9607 RECORD SEALING FEE	1,728	1,300	1,300	1,300
	9610 ADMINISTRATIVE SERVICES	97	100	100	100
	9627 DEFERRED ENTRY OF JUDGMENT	289	1,000	1,000	1,000

DEPARTMENT	REVENUE TYPE	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
2660 (Continued)	9634 OTHER COURT-ORDERED REIMB	3,010	2,000	2,000	2,000
	9638 INSTALLMENT FEES	18	0	0	0
	9639 PROCESSING FEES	25,828	29,000	29,000	29,000
	9668 ALTERNATIVE WORK PROG REV	1,463	5,000	5,000	5,000
	9714 COIN TELEPHONE COMMISSION	5	0	0	0
	9747 INST.CARE-JUVENILE HALL	18,819	30,000	30,000	30,000
	9749 INSTITUTIONAL CARE/SERVCE	600	700	700	700
	9953 EMPLOYEE REIMBURSEMENTS	0	1,000	1,000	1,000
	9954 EMPL MEALS/IN-HOUSE FOOD	818	600	600	600
	9960 OTHER REVENUE	73,961	262,000	262,000	262,000
	9967 CONTRIBUTIONS - NON GOVTL	21,000	0	0	0
	TOTAL:	7,371,524	7,268,400	7,309,350	7,429,350
2670 COUNTY FIRE	8222 SUPPRT BLNG TO GOVTL AGCY	300,000	300,000	300,000	300,000
	8333 STATE AID-NUCLEAR PLANNG	21,024	14,000	14,000	14,000
	8399 STATE AID - OTHER	120,000	31,850	31,850	31,850
	8448 ST AID-PUBLIC SAFETY SRVC	1,633,211	1,582,593	1,582,593	1,582,593
	8658 FEDERAL AID - ENVIRONMENT	1	0	0	0
	8852 OPR TRF IN - PFF FIRE	115,000	0	0	0
	9253 PLAN CHECK FEES	157,937	90,000	90,000	90,000
	9431 RENT-LAND/BLDG-SHORT TERM	5,124	5,000	5,000	5,000
	9582 FIRE SUPPRESSION/COST REI	1,322	0	0	0
	9587 AMBULANCE REIMBURSEMENT	64,800	139,500	99,500	99,500
	9658 FIRE PROTECTION SERVICES	195,449	201,521	201,521	201,521
	9903 SEMINAR/CONF/WORKSHOP FEE	52,105	52,000	52,000	52,000
	9940 SALE OF FIXED ASSETS	5,078	0	0	0
	9949 OTHER REIMBURSEMENTS	52,098	2,500	2,500	2,500
	9956 PUB INFO SALE-COMP FILES	427	0	0	0
	TOTAL:	2,723,576	2,418,964	2,378,964	2,378,964
2730 AGRICULTURAL COMMISSIONER	8222 SUPPRT BLNG TO GOVTL AGCY	1,021	0	0	0
	8330 STATE AID FOR AGRICULTURE	988,332	1,109,885	1,044,658	1,044,658
	8333 STATE AID-NUCLEAR PLANNG	31,000	31,800	34,700	34,700
	8438 ST AID-GAS TAX-UNCLAIMED	631,750	767,026	829,476	829,476
	8701 OTHER GOVT AGENCY REVENUE	0	9,500	9,500	9,500
	9281 LAND USE PERMITS	0	15,000	15,000	15,000
	9291 OTHER LICENSES AND PERMIT	90,326	88,150	88,150	88,150
	9371 AGRICULTURE FINES	6,584	0	0	0
	9661 AGRICULTURAL SERVICES	98,777	62,100	62,100	62,100
	9662 RODENT CONTROL	47,658	50,000	50,000	50,000
	9665 STANDARDIZATION INSPECTS	2,350	3,600	3,600	3,600
	9783 HAZARDOUS WASTE REVENUES	11,606	16,362	16,362	16,362
	9949 OTHER REIMBURSEMENTS	184	0	0	0
	9960 OTHER REVENUE	2,452	2,000	2,000	2,000
	9961 1915 BOND ACT ASSESSMENT	20	0	0	0
	TOTAL:	1,912,060	2,155,423	2,155,546	2,155,546
2790 EMERGENCY SERVICES	8333 STATE AID-NUCLEAR PLANNG	607,486	708,540	700,951	700,951
	8656 FEDERAL-GRANTS	59,735	0	0	0
	8659 FEDERAL AID - OTHER	39,085	25,000	25,150	25,150

DEPARTMENT	REVENUE TYPE	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
2790 (Continued)	8701 OTHER GOVT AGENCY REVENUE	0	52,590	54,267	54,267
	9953 EMPLOYEE REIMBURSEMENTS	269	250	250	250
	TOTAL:	706,575	786,380	780,618	780,618
2800 PLANNING & BUILDING DEPARTMENT	8222 SUPPRT BLNG TO GOVTL AGCY	349,987	522,437	116,437	116,437
	8232 BILLNGS-PASS THRU GRANTS	0	0	330,000	330,000
	8324 SB90 STATE MANDATED COSTS	0	5,000	5,000	5,000
	8333 STATE AID-NUCLEAR PLANNG	0	2,000	2,000	2,000
	8363 STATE COASTAL GRANT	0	235,500	235,500	235,500
	8496 ST AID-PASS THRU GRANTS	795,782	50,000	50,000	50,000
	9251 BUILDING PERMITS	2,123,800	1,919,880	1,819,880	1,819,880
	9252 GRADING PERMITS	56,828	49,000	49,000	49,000
	9253 PLAN CHECK FEES	1,698,204	1,423,000	1,583,000	1,583,000
	9254 SUB PERMITS-MECH EL PLUMB	420,800	464,300	404,300	404,300
	9281 LAND USE PERMITS	576,934	735,933	735,933	735,933
	9282 PLOT PLANS	438,866	405,025	405,025	405,025
	9283 GENERAL PLAN AMENDMENTS	44,446	34,737	34,737	34,737
	9284 AGRICULTURAL PRESERVE FEE	12,622	53,431	53,431	53,431
	9285 SUBDIVISION PERMITS	352,941	389,846	389,846	389,846
	9286 SPECIFIC PLANS	1,988	4,500	4,500	4,500
	9287 FIBER OPTIC FEES	193,200	0	0	0
	9303 LAND USE FINES	17,500	44,915	44,915	44,915
	9345 BLDG CODE INVESTIG FEES	35,866	30,000	30,000	30,000
	9596 MITIGATION FEE-AIR	888	72,000	72,000	72,000
	9610 ADMINISTRATIVE SERVICES	155,682	200,000	200,000	200,000
	9641 ENVIRONMNTL ASSESSMT FEES	123,643	73,364	73,364	73,364
	9643 LAFCO PROCESSING FEES	500	4,000	4,000	4,000
	9644 PUBLICATION FEES	1,028	0	0	0
	9654 ALLOCATION ADMIN FEE	121,015	150,000	150,000	150,000
	9704 DEVELOPMENT FEE- ADMIN	96,674	80,000	80,000	80,000
	9710 ROAD ABANDONMENT FEE	2,937	8,280	8,280	8,280
	9930 REV APPLICABLE PRIOR YRS	61,501	0	0	0
	9950 BOOK,PAMPHLT,BROCHR SALES	13,970	15,000	15,000	15,000
	9958 NUISANCE ABATEMENT	56,415	101,976	101,976	101,976
	9960 OTHER REVENUE	108,143	119,468	119,468	119,468
	9977 MICROFILM	142,514	184,245	184,245	184,245
	TOTAL:	8,004,674	7,377,837	7,301,837	7,301,837
2840 ANIMAL SERVICES	8701 OTHER GOVT AGENCY REVENUE	267,209	346,717	346,717	346,717
	9210 ANIMAL LICENSES	304,444	340,000	340,000	340,000
	9297 2840-MISC PERMITS	19,669	19,274	19,274	19,274
	9610 ADMINISTRATIVE SERVICES	3,090	2,300	2,300	2,300
	9680 ESTATE FEES	(30)	0	0	0
	9685 HUMANE SERVICES	83,343	57,200	57,200	57,200
	9686 IMPOUND FEES	40,999	45,900	45,900	45,900
	9687 BOARDING FEES	25,101	25,000	25,000	25,000
	9688 ANIMAL PLACEMENT	48,790	47,500	47,500	47,500
	9960 OTHER REVENUE	9,398	4,000	4,000	4,000
	TOTAL:	802,013	887,891	887,891	887,891

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2002-03	2003-04	2003-04	2003-04
		ACTUAL	REQUESTED	RECOMMENDED	ADOPTED
3000 PUBLIC HEALTH DEPARTMENT	8222 SUPPRT BLNG TO GOVTL AGCY	146,666	127,817	127,817	127,817
	8302 ST RLGN-SALES TX-SOC SRVC	178,211	230,061	230,061	230,061
	8304 ST RLGN-SALES TAX-HEALTH	1,312,591	1,457,059	1,457,059	1,457,059
	8305 ST REALGN- VLF	2,172,076	2,147,248	2,147,248	2,147,248
	8308 ST REALGN- VLF GROWTH	223,577	0	0	0
	8333 STATE AID-NUCLEAR PLANNG	90,760	66,000	66,000	66,000
	8347 STATE AWARDED GRANTS	4,117	0	0	0
	8399 STATE AID - OTHER	311,000	318,361	318,361	318,361
	8430 ST AID-CALIF CHILDRN SRVC	720,000	1,207,518	1,207,518	1,207,518
	8432 STATE - HEALTH ADMIN.	1,822,486	1,596,484	1,596,484	1,596,484
	8604 FEDERAL - HEALTH ADMIN	3,865,002	4,256,726	4,307,198	4,307,198
	8656 FEDERAL-GRANTS	0	654,432	654,432	654,432
	8672 FED AID - PUBLIC HEALTH SECURI	225,756	0	0	0
	8701 OTHER GOVT AGENCY REVENUE	49,549	59,430	59,430	59,430
	9295 BURIAL PERMITS	4,439	4,300	4,300	4,300
	9315 CHILD RESTRNT FEE-COUNTY	2,556	3,000	3,000	3,000
	9316 CHILD RESTRAINT FEE-CITY	2,318	2,500	2,500	2,500
	9357 AIDS EDUCATION FINE-PC264	383	0	0	0
	9409 OTHER INTEREST	1,047	950	950	950
	9463 ADM PENALTY-HS 25187	0	95,000	95,000	95,000
	9499 BILLINGS TO OUTSIDE AGENCIES	217,545	248,079	248,079	342,526
	9681 GUARDIANSHIP FEES	106,846	95,950	95,950	95,950
	9682 REPRESENTATIVE PAYEE FEES	20,490	20,000	20,000	20,000
	9695 RECORDING FEES	71,851	69,500	69,500	69,500
	9718 EXAM FEES-CHILDREN	17,367	20,000	20,000	20,000
	9720 OBSTETRICAL SERVICES	314,290	207,000	237,000	237,000
	9721 NURSING FEES	367,863	315,900	315,900	315,900
	9722 HOME HEALTH NURSING FEES	53,548	56,988	56,988	56,988
	9723 LABORATORY SERVICES	643,946	562,000	562,000	562,000
	9730 ENVIRONMENTAL HEALTH SERVICES	1,215,183	1,217,200	1,217,200	1,217,200
	9738 MEDICAL REMB SERV/PAT CAR	370,056	352,020	352,020	352,020
	9745 CALIF CHILDREN SERVICES	24,598	35,000	35,000	35,000
	9809 MENTAL HEALTH SVCS - SELF PAY	751,695	772,142	772,142	877,251
	9953 EMPLOYEE REIMBURSEMENTS	386	0	0	0
	9960 OTHER REVENUE	113,941	107,785	107,785	107,785
	9997 TOBACCO SETTLEMENT	373,413	373,414	373,414	373,414
	TOTAL:	15,795,552	16,679,864	16,760,336	16,959,892
3070 MENTAL HEALTH	8222 SUPPRT BLNG TO GOVTL AGCY	1,785	1,650	1,650	1,650
	8302 ST RLGN-SALES TX-SOC SRVC	99,286	113,300	113,300	113,300
	8303 ST RLGN-SALES TAX-M H	4,290,416	4,341,096	4,341,096	4,341,096
	8305 ST REALGN- VLF	1,241,681	924,977	924,977	924,977
	8308 ST REALGN- VLF GROWTH	270,918	123,168	123,168	123,168
	8312 ST RLGN-VLF BASE RESTORTN	0	100,223	100,223	100,223
	8324 SB90 STATE MANDATED COSTS	0	460,980	460,980	460,980
	8325 ST AID- DRUG/MENTL HEALTH	828,255	600,983	600,983	600,983
	8348 ST AID-MANGD CARE-INPATNT	632,843	632,843	1,032,843	1,032,843
	8399 STATE AID - OTHER	(64,412)	0	0	0
	8402 STATE AID ADULT PROGRAMS	963,971	976,529	976,529	976,529
	8412 MEDI-CAL:PATIENTS-ST +FED	6,303,760	5,919,327	5,919,327	5,919,327

DEPARTMENT	REVENUE TYPE	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
3070 (Continued)	8430 ST AID-CALIF CHILDRN SRVC	232,301	235,971	235,971	235,971
	8434 ST AID-EPSDT-MENTAL HEALTH	1,716,688	2,335,342	2,335,342	2,335,342
	8435 ST AID- SAMSHA	0	430,345	430,345	430,345
	8656 FEDERAL-GRANTS	466,207	0	0	0
	8659 FEDERAL AID - OTHER	21,529	0	0	0
	8701 OTHER GOVT AGENCY REVENUE	95,995	120,000	120,000	120,000
	9725 MENTAL HEALTH SERVICES	780,587	418,699	418,699	418,699
	9748 PSYCHIATRIC FEES-ADULTS	810,528	719,163	719,163	719,163
	9903 SEMINAR/CONF/WORKSHOP FEE	3,269	1,000	1,000	1,000
	9960 OTHER REVENUE	35,804	118,443	118,443	118,443
	9997 TOBACCO SETTLEMENT	756,508	756,508	756,508	974,621
	TOTAL:	19,487,919	19,330,547	19,730,547	19,948,660
3075 DRUG & ALCOHOL SERVICES	8222 SUPPRT BLNG TO GOVTL AGCY	82,158	100,352	100,392	100,392
	8339 ST AID-DRUG AND ALCOHOL	161,099	161,099	161,099	161,099
	8343 ST AID-PERINATAL T E F	243,724	243,724	243,724	243,724
	8347 STATE AWARDED GRANTS	151,412	116,832	116,832	116,832
	8359 ST AID PROP 36 SUBSTANCE ABUSE	744,014	622,866	622,866	622,866
	8399 STATE AID - OTHER	91,183	84,479	84,479	84,479
	8412 MEDI-CAL:PATIENTS-ST +FED	5,264	12,000	12,000	12,000
	8496 ST AID-PASS THRU GRANTS	736,574	736,574	736,574	736,574
	8613 FED AID-DRUG FREE SCH/COM	48,169	120,000	120,000	120,000
	8655 FED AID-DRUG AND ALCOHOL	1,634,076	1,694,708	1,694,708	1,694,708
	8656 FEDERAL-GRANTS	121,229	22,998	22,998	22,998
	8663 FEDERAL AID-GAIN PROGRAM	(3,997)	0	0	0
	8668 FED AID-PERINTL SETASIDE	65,224	71,472	71,472	71,472
	8701 OTHER GOVT AGENCY REVENUE	27,500	27,500	27,500	27,500
	9356 BLOOD ALCOHOL FINES	106,956	72,000	72,000	72,000
	9380 FEES -ALCOHOL ABUSE & EDU	95,000	56,000	56,000	56,000
	9627 DEFERRED ENTRY OF JUDGMENT	0	50,000	50,000	50,000
	9727 ALCOHOLISM SERVICES	98,082	78,000	78,000	78,000
	9809 MENTAL HEALTH SVCS - SELF PAY	75,315	92,242	92,242	92,242
	9949 OTHER REIMBURSEMENTS	113,210	104,430	104,430	104,430
	9960 OTHER REVENUE	18,000	18,000	18,000	18,000
	9997 TOBACCO SETTLEMENT	137,301	137,301	137,301	137,301
	TOTAL:	4,751,493	4,622,577	4,622,617	4,622,617
3200 SOCIAL SERVICES ADMINISTRATION	8302 ST RLGN-SALES TX-SOC SRVC	1,695,491	1,986,485	1,986,485	1,986,485
	8305 ST REALGN- VLF	202,035	0	0	0
	8308 ST REALGN- VLF GROWTH	58,635	0	0	0
	8333 STATE AID-NUCLEAR PLANNG	2,715	0	0	0
	8401 STATE - WELFARE ADMIN.	20,756,696	22,321,574	22,321,574	22,269,574
	8403 STATE AID-GAIN PROGRAM	398,830	0	0	0
	8414 ST-WELFARE ADMIN-PRIOR YR	(1,330,262)	0	0	0
	8660 FEDERAL - WELFARE ADMIN	16,391,700	20,865,819	20,865,819	20,817,819
	8663 FEDERAL AID-GAIN PROGRAM	(547,550)	0	0	0
	8682 FED AID-INCENTIVES	214,620	300,000	300,000	300,000
	8701 OTHER GOVT AGENCY REVENUE	11,000	0	0	0
	8816 PROCEEDS OF GF INTERNAL LOAN	213,764	240,200	240,200	240,200
	9692 CHILDREN PROTECTION FEES	70,000	60,000	60,000	60,000

DEPARTMENT	REVENUE TYPE	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
3200 (Continued)	9741 ADOPTION FEES	6,500	0	0	0
	9932 REIMBURSEMENTS-ASSISTANCE	11,500	0	0	0
	9960 OTHER REVENUE	169,976	136,899	136,899	136,899
	9967 CONTRIBUTIONS - NON GOVTL	14,427	10,000	10,000	10,000
	TOTAL:	38,340,077	45,920,977	45,920,977	45,820,977
3240 FOSTER CARE-SOCIAL SERVICES	8302 ST RLGN-SALES TX-SOC SRVC	3,275,364	4,079,059	4,079,059	4,079,059
	8401 STATE - WELFARE ADMIN.	4,196,213	5,000,942	5,000,942	5,000,942
	8403 STATE AID-GAIN PROGRAM	(38,298)	0	0	0
	8405 STATE AID - ABATEMENT	29,867	28,000	28,000	28,000
	8411 ST AID-CS COLL-FOSTR CARE	26,952	21,000	21,000	21,000
	8616 FED AID-CS COLL-FOSTER CR	22,460	19,000	19,000	19,000
	8660 FEDERAL - WELFARE ADMIN	4,256,173	4,642,504	4,642,504	4,642,504
	8662 FEDERAL AID - ABATEMENT	28,611	30,000	30,000	30,000
	8663 FEDERAL AID-GAIN PROGRAM	24,600	0	0	0
	9932 REIMBURSEMENTS-ASSISTANCE	302,253	300,000	300,000	300,000
	TOTAL:	12,124,195	14,120,505	14,120,505	14,120,505
3250 CALWORKS	8401 STATE - WELFARE ADMIN.	5,842,346	756,365	756,365	756,365
	8416 ST AID - REIMB	45,273	40,000	40,000	40,000
	8622 FED AID - REIMB	47,655	40,000	40,000	40,000
	8660 FEDERAL - WELFARE ADMIN	3,815,824	0	0	0
	8704 COMBINED FED/ST CALWORKS	0	9,270,399	9,161,565	9,161,565
	9932 REIMBURSEMENTS-ASSISTANCE	86,019	70,000	70,000	70,000
	TOTAL:	9,837,117	10,176,764	10,067,930	10,067,930
3285 LAW ENFORCEMENT MED CARE	8222 SUPPRT BLNG TO GOVTL AGCY	13,725	0	0	0
	8302 ST RLGN-SALES TX-SOC SRVC	23,422	32,820	32,820	32,820
	8304 ST RLGN-SALES TAX-HEALTH	239,202	207,860	207,860	207,860
	8305 ST REALGN- VLF	278,620	306,320	306,320	306,320
	8308 ST REALGN- VLF GROWTH	31,752	0	0	0
	8604 FEDERAL - HEALTH ADMIN	6,946	10,000	10,000	10,000
	9718 EXAM FEES-CHILDREN	10,343	12,000	12,000	12,000
	9721 NURSING FEES	490	1,000	1,000	1,000
	9953 EMPLOYEE REIMBURSEMENTS	210	0	0	0
	9960 OTHER REVENUE	15,000	15,150	15,150	15,150
	TOTAL:	619,710	585,150	585,150	585,150
3290 GENERAL ASSISTANCE	8302 ST RLGN-SALES TX-SOC SRVC	131,454	150,000	150,000	150,000
	8401 STATE - WELFARE ADMIN.	54,530	70,681	70,681	70,681
	8411 ST AID-CS COLL-FOSTR CARE	60	0	0	0
	8660 FEDERAL - WELFARE ADMIN	359,876	350,610	350,610	350,610
	9295 BURIAL PERMITS	5,569	4,200	4,200	4,200
	9932 REIMBURSEMENTS-ASSISTANCE	2,231	2,500	2,500	2,500
	TOTAL:	553,720	577,991	577,991	577,991
3330 VETERANS SERVICES	8335 STATE AID VETERAN AFFAIRS	75,670	60,000	60,000	60,000
	TOTAL:	75,670	60,000	60,000	60,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
4030 FARM ADVISOR	8399 STATE AID - OTHER	6,061	6,200	6,200	6,200
	TOTAL:	6,061	6,200	6,200	6,200
2920 ROADS	8249 ROADS IMPACT FEES	1,342,509	3,468,400	3,468,400	4,756,817
	8336 HOMEOWNER PROP TAX RELIEF	9,704	10,419	10,419	10,419
	8440 STATE - HIGHWAY USERS TAX	5,602,925	5,990,000	5,990,000	5,990,000
	8442 STATE AID CONSTRUCTION	2,108,522	222,846	222,846	222,846
	8443 TRANS DEV ACT SB 325	1,648,599	1,588,915	1,588,915	1,588,915
	8447 ST AID-ISTEA EXCHANGE	578,060	578,060	578,060	578,060
	8451 ST AID - TRAFFIC CONGESTION	644,764	0	0	0
	8459 ST-MV EMISSION REDUCTION	0	62,000	62,000	62,000
	8460 STATE-MOTOR VEH LIC FEE	53,366	50,778	50,778	50,778
	8603 FEDERAL AID-STORM DAMAGE	486,125	0	0	0
	8605 FEDERAL AID CONSTRUCTION	790,112	1,384,438	1,384,438	2,324,238
	8606 FEDERAL AID FOR DISASTER	(47,921)	0	0	0
	8607 FEDERAL FOREST RESERV REV	10,875	0	0	0
	8810 TRANSFERS IN FROM GEN FND	4,600,000	4,300,000	4,300,000	4,300,000
	9010 PROP. TAXES CURR. SECURED	936,946	965,740	965,740	965,740
	9011 SUPPLEMENTAL-CURR.SECURED	33,321	34,961	34,961	34,961
	9020 PROP. TAXES CURR. UNSEC.	22,415	23,755	23,755	23,755
	9021 SUPPLEMENTAL-CURR.UNSEC.	(2)	116	116	116
	9110 PROP. TAXES PRIOR SECURED	(2,421)	(1,967)	(1,967)	(1,967)
	9111 SUPPLEMENTL-PRIOR SECURED	(11)	0	0	0
	9120 PROP. TAXES PRIOR UNSEC.	354	395	395	395
	9121 SUPPLEMENTAL-PRIOR UNSEC	329	264	264	264
	9132 PENALTIES-DELINQUENT TAX	211	0	0	0
	9410 INTEREST	99,778	100,000	100,000	100,000
	9539 ROAD TRANSVERSE CUT FEE	7,556	0	0	0
	9541 ROAD LONGITUDE CUT FEE	602	0	0	0
	9641 ENVIRONMNTL ASSESSMT FEES	12	0	0	0
	9645 PLANNING/ENGINEERING SVCS	2,955	895	895	895
	9646 ROAD PERMIT FEES	12,386	9,680	9,680	9,680
	9707 ROAD ABANDNMT REQUEST FEE	100	0	0	0
	9709 ENCROACHMENT PERMIT FEES	36,595	44,100	44,100	44,100
	9710 ROAD ABANDONMENT FEE	400	375	375	375
	9712 CURB & GUTTER WAIVERS	31,458	11,025	11,025	11,025
	9911 ELECTRIC DEREGULATION SETTLEME	46,663	0	0	0
	9930 REV APPLICABLE PRIOR YRS	72,965	0	0	0
	9949 OTHER REIMBURSEMENTS	23,335	0	0	0
	9959 SERVICE CHGE RETRND CHKS	30	0	0	0
	9960 OTHER REVENUE	54,359	150,000	150,000	150,000
	TOTAL:	19,207,976	18,995,195	18,995,195	21,223,412
2207 CAPITAL PROJECTS FUND	8219 CIP/FIXED ASSET BILLINGS	51,152	11,093,800	0	0
	8347 STATE AWARDED GRANTS	1,104	0	0	0
	8358 ST AID-PROP 12 PARKS GRANT	110,269	0	0	0
	8363 STATE COASTAL GRANT	3,319	0	0	0
	8399 STATE AID - OTHER	20,926	0	0	0
	8450 ST AID-BICYCLE LANE ACCT	49,206	0	0	0
	8605 FEDERAL AID CONSTRUCTION	36,726	0	0	0

DEPARTMENT	REVENUE TYPE	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
2207 (Continued)	8656 FEDERAL-GRANTS	0	0	111,000	111,000
	8802 PROCEEDS OF LT DEBT-CAPTL	20,492,773	0	0	0
	8810 TRANSFERS IN FROM GEN FND	47,500	0	500,000	500,000
	8818 INTERNAL LOAN REPAYMENT-INT	2,932	0	0	0
	8834 TRANSFR IN OF GF DESIGNATN	2,000,000	0	0	0
	8851 OPR TRF IN - PFF LIBRARY	21,679	0	0	0
	8852 OPR TRF IN - PFF FIRE	184,338	0	0	0
	8853 OPR TRF IN - PFF PARKS	711,276	0	0	0
	8855 OPR TRF IN - PFF LAW ENFORC	21,786	0	0	0
	9395 PENALTY AS-CTHS TEMP CONS	229,558	0	0	0
	9408 INTEREST ON PROGRAM FUNDS	180,223	0	0	0
	9410 INTEREST	542,328	350,000	298,300	298,300
	9701 PUB FACIL FEE-PARKS	0	0	703,200	703,200
	9776 PARKLAND FEE (QUIMBY FEE)	264,058	0	353,200	353,200
	9936 REFUNDS/EXCISE TAX	232,719	0	0	0
	9955 OTHER SALES	13,230	0	0	0
	TOTAL:	25,217,102	11,443,800	1,965,700	1,965,700
4125 PARKS	8222 SUPPRT BLNG TO GOVTL AGCY	83,367	26,175	26,175	66,495
	8223 SUPPRT BLNG TO NON-GOVTL	0	40,320	40,320	0
	8225 PARKS BILLNGS-GRNDS/MAINT	133,432	390	390	390
	8333 STATE AID-NUCLEAR PLANNG	210	0	0	0
	8347 STATE AWARDED GRANTS	20,100	0	0	0
	8358 ST AID-PROP 12 PARKS GRANT	32,403	0	0	0
	8810 TRANSFERS IN FROM GEN FND	2,441,141	2,441,141	2,441,141	2,441,141
	8817 INTERNAL LOAN REPAYMENT-PRIN	50,000	50,000	50,000	50,000
	8853 OPR TRF IN - PFF PARKS	1,644	40,000	40,000	40,000
	9365 FISH AND GAME FINES	1,500	3,000	3,000	3,000
	9366 OFF-HIGHWAY MOTOR FINES	5,500	5,500	5,500	5,500
	9375 LITTER CLEANUP	1,849	0	0	0
	9410 INTEREST	11,205	24,000	24,000	24,000
	9431 RENT-LAND/BLDG-SHORT TERM	14,146	15,014	15,014	15,014
	9432 RENT-LAND/BLDG-LONG TERM	19,888	34,431	34,431	34,431
	9434 FARM LAND RENT	1,916	1,965	1,965	1,965
	9438 RENTAL OF VETERANS BLDGS.	1,634	0	0	0
	9499 BILLINGS TO OUTSIDE AGENCIES	50,101	0	0	0
	9714 COIN TELEPHONE COMMISSION	24	225	225	225
	9746 STATE - TAX ADMIN	40	0	0	0
	9757 COPYING FEES	248	0	0	0
	9762 CAMPING FEES	330,022	349,852	349,852	349,852
	9763 DAILY PASSES	81,557	88,389	88,389	88,389
	9764 GROUP ENTRANCE FEES	94,605	87,743	87,743	87,743
	9765 SEASON PASSES	12,915	29,250	29,250	29,250
	9766 SEASON BOAT LICENSES	29,475	18,605	18,605	18,605
	9767 DAILY BOAT PASSES	14,153	23,050	23,050	23,050
	9768 INCOME FROM CONCESSIONS	83,165	74,926	74,926	74,926
	9769 SWIMMING POOL FEES	51,267	51,052	51,052	51,052
	9771 DOG/DAY USE	9,634	6,084	6,084	6,084
	9772 SHOWERS/LOCKERS	21,171	17,281	17,281	17,281
	9776 PARKLAND FEE (QUIMBY FEE)	158,840	0	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
4125 (Continued)	9781 MISCELLANEOUS FEES	12,164	1,600	1,600	1,600
	9787 RECREATIONAL PROGRAMS	2,850	4,210	4,210	4,210
	9851 SERVICE CHARGES	1,256,648	1,423,886	1,423,886	1,423,886
	9931 REF/ADJ-PRIOR YEAR EXPENS	199	0	0	0
	9955 OTHER SALES	435	0	0	0
	9960 OTHER REVENUE	17,369	11,560	11,560	11,560
	9969 BAD DEBT RECOVERY	1,337	0	0	0
	9980 CASH OVERAGES	104	125	125	125
	9987 SETTLEMNTS,DAMAGES,&REST.	100,134	0	0	0
	TOTAL:	5,148,392	4,869,774	4,869,774	4,869,774
2700 WILDLIFE AND GRAZING	8608 FEDERAL GRAZING FEES	7,279	5,000	5,000	5,000
	9410 INTEREST	710	600	600	600
	TOTAL:	7,989	5,600	5,600	5,600
4040 DRINKING DRIVER PROGRAMS	8222 SUPPRT BLNG TO GOVTL AGCY	19,046	10,000	10,000	10,000
	9410 INTEREST	3,000	7,000	7,000	7,000
	9537 FEES-YOUNG ADULTS PROGRAM	0	72,430	72,430	72,430
	9547 EXTD FIRST OFFENDER FEES	135,455	197,023	197,023	197,023
	9627 DEFERRED ENTRY OF JUDGMENT	57,020	0	0	0
	9726 SECOND CHANCE CHARGES-ALC	429,413	485,736	485,736	485,736
	9753 FIRST OFFENDER FEES	368,566	356,888	356,888	356,888
	9781 MISCELLANEOUS FEES	93,401	19,455	19,455	19,455
	9959 SERVICE CHGE RETRND CHKS	705	0	0	0
	TOTAL:	1,106,606	1,148,532	1,148,532	1,148,532
2081 ORGANIZATIONAL EFFECTIVENESS	8810 TRANSFERS IN FROM GEN FND	350,000	350,000	350,000	350,000
	8834 TRANSFR IN OF GF DESIGNATN	1,000,000	0	0	0
	9410 INTEREST	36,408	0	0	0
	9497 OTHER BILLINGS TO COURTS	6,604	0	0	0
	TOTAL:	1,393,012	350,000	350,000	350,000
2082 TAX REDUCTION RESERVE	9410 INTEREST	254,747	0	0	0
2078 ENTERPRISE FINANCIAL SYSTEM	9135 TLRF PROCEEDS	0	9,847,644	9,847,644	9,847,644
2083 COUNTYWIDE AUTOMATION REPLACEM	8215 DEPT BILLINGS-GEN CO OH	1,373,311	833,865	833,865	833,865
	9410 INTEREST	216,943	0	0	0
	TOTAL:	1,590,254	833,865	833,865	833,865
2084 GEN GOVT BUILDING REPLACEMENT	8215 DEPT BILLINGS-GEN CO OH	826,384	746,519	746,519	746,519
	9410 INTEREST	85,540	0	0	0
	TOTAL:	911,924	746,519	746,519	746,519
2085 COMMUNITY DEVELOPMENT PROGRAM	8652 FEDERAL AID - SEC 108 FR TRUST	30,786	0	0	0
	8656 FEDERAL-GRANTS	4,614,355	0	0	0
	8701 OTHER GOVT AGENCY REVENUE	321,916	0	0	0
	8881 TRANSFER IN-FEDERAL CDBG	0	2,810,571	2,585,000	2,585,000
	8882 TRANSFER IN-FEDERAL HOME	0	1,253,323	1,514,401	1,514,401
	8883 TRANSFER IN-FEDERAL ESG	0	95,000	94,000	94,000

DEPARTMENT	REVENUE TYPE	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
2085 (Continued)	9410 INTEREST	63,732	0	0	0
	9930 REV APPLICABLE PRIOR YRS	(25,000)	0	0	0
	9993 SUPPORT BLNG TO NON-GOVTL	316,061	0	0	0
	TOTAL:	5,321,850	4,158,894	4,193,401	4,193,401
4000 LIBRARY	8336 HOMEOWNER PROP TAX RELIEF	56,219	56,978	56,978	56,978
	8347 STATE AWARDED GRANTS	20,668	20,668	20,668	20,668
	8399 STATE AID - OTHER	205,141	102,567	102,567	102,567
	8460 STATE-MOTOR VEH LIC FEE	233,888	60,000	120,000	120,000
	8656 FEDERAL-GRANTS	2,888	0	0	0
	8805 OTHER GOV'T: RDA PASS THRU	16,383	18,000	18,000	18,000
	8810 TRANSFERS IN FROM GEN FND	375,017	414,056	414,056	414,056
	8851 OPR TRF IN - PFF LIBRARY	4,538	0	0	0
	9010 PROP. TAXES CURR. SECURED	4,083,408	4,427,893	4,427,893	4,427,893
	9011 SUPPLEMENTAL-CURR.SECURED	193,250	137,258	137,258	137,258
	9012 REDEVELOPMENT AGENCY TAX	(34,728)	(42,000)	(42,000)	(42,000)
	9017 RETURN RDA PASSTHRU - S1290	1,157	0	0	0
	9020 PROP. TAXES CURR. UNSEC.	129,827	135,526	135,526	135,526
	9021 SUPPLEMENTAL-CURR.UNSEC.	(12)	500	500	500
	9110 PROP. TAXES PRIOR SECURED	(12,332)	0	0	0
	9111 SUPPLEMENTL-PRIOR SECURED	(64)	0	0	0
	9120 PROP. TAXES PRIOR UNSEC.	2,058	2,036	2,036	2,036
	9121 SUPPLEMENTAL-PRIOR UNSEC	1,778	982	982	982
	9132 PENALTIES-DELINQUENT TAX	1,220	0	0	0
	9410 INTEREST	70,708	50,000	50,000	50,000
	9431 RENT-LAND/BLDG-SHORT TERM	6,450	7,200	7,200	7,200
	9714 COIN TELEPHONE COMMISSION	4	40	40	40
	9741 ADOPTION FEES	(5)	0	0	0
	9751 LOST-DAMAGED MATERIALS	20,835	18,000	18,000	18,000
	9752 LIBRARY SERVICES	210,467	150,000	150,000	150,000
	9757 COPYING FEES	21,528	18,000	18,000	18,000
	9758 LIBRARY REQUEST FEES	27,359	20,000	20,000	20,000
	9851 SERVICE CHARGES	25	0	0	0
	9911 ELECTRIC DEREGULATION SETTLEME	73,267	0	20,000	20,000
	9948 REIMBURSEMENT-CO DEPT/FND	50,481	0	0	0
	9950 BOOK,PAMPHLT,BROCHR SALES	3,515	3,100	3,100	3,100
	9960 OTHER REVENUE	152	0	0	0
	9967 CONTRIBUTIONS - NON GOVTL	89,209	50,000	50,000	50,000
	9968 GRANTS: NON-GOVERNMENTAL	500	0	0	0
	9980 CASH OVERAGES	113	150	150	150
	TOTAL:	5,854,912	5,650,954	5,730,954	5,730,954
2710 FISH AND GAME	9365 FISH AND GAME FINES	7,148	10,000	10,000	10,000
	TOTAL:	7,148	10,000	10,000	10,000
3287 EMERGENCY MEDICAL SRVS FUND	9337 PA-EMERGENCY MED SERVICES	348,415	360,000	360,000	360,000
	9410 INTEREST	9,132	1,900	1,900	1,900
	9462 TRAFFIC SCH FEES-MADDY FUND	92,476	99,600	99,600	99,600
	9930 REV APPLICABLE PRIOR YRS	246,934	0	0	0
	9997 TOBACCO SETTLEMENT	725,000	725,000	725,000	882,305
	TOTAL:	1,421,957	1,186,500	1,186,500	1,343,805

DEPARTMENT	REVENUE TYPE	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
3288 CAL HEALTHCARE INDIG PROG	8483 CHIP HOSPITAL	285,089	326,679	326,679	326,679
	8484 CHIP NON-CO HOSPITAL	71,668	93,122	93,122	93,122
	8487 CHIP PHYSICIANS - EMS	(2)	0	0	0
	8489 CHIP UNALLOCATED	84,150	117,408	117,408	117,408
	9410 INTEREST	3,491	3,000	3,000	3,000
	9499 BILLINGS TO OUTSIDE AGENCIES	180,738	180,736	180,736	180,736
	9809 MENTAL HEALTH SVCS - SELF PAY	199,285	120,000	94,125	94,125
	TOTAL:	824,419	840,945	815,070	815,070
3289 CHILDREN AND FAMILIES FIRST	8354 ST-PROP 10 TOBACCO TAX	2,065,038	0	0	0
	9410 INTEREST	151,714	0	0	0
	TOTAL:	2,216,752	0	0	0
2141 ROADS - IMPACT FEES	9410 INTEREST	224,335	250,000	250,000	250,000
	9652 ROAD IMPACT FEES	2,387,357	650,000	650,000	1,938,417
	9930 REV APPLICABLE PRIOR YRS	(1,878)	0	0	0
	TOTAL:	2,609,814	900,000	900,000	2,188,417
2835 PUBLIC FACILITIES FEES	9410 INTEREST	233,360	0	0	0
	9551 AFFORDABLE HOUSING FEE TRANSFE	(42,819)	0	0	0
	9581 AFFORDABLE HOUSNG IN-LIEU	42,340	45,000	45,000	45,000
	9585 PUB FAC FEE-LIBRARY	319,774	265,000	265,000	265,000
	9659 PUB FACIL FEE-FIRE	828,575	660,000	660,000	660,000
	9701 PUB FACIL FEE-PARKS	1,397,876	1,070,000	1,070,000	1,070,000
	9702 PUB FACIL FEE-GEN GOVT	655,197	560,000	560,000	560,000
	9703 PUB FAC FEE-LAW ENFORCE	152,312	150,000	150,000	150,000
	TOTAL:	3,586,615	2,750,000	2,750,000	2,750,000
3286 CO MEDICAL SERVICES PROG	8222 SUPPRT BLNG TO GOVTL AGCY	168,794	124,745	119,052	119,052
	8304 ST RLGN-SALES TAX-HEALTH	253,754	0	0	0
	8305 ST REALGN- VLF	2,218,446	2,472,200	2,472,200	2,472,200
	8801 TRANSFER IN - GF MED ASST PROG	0	0	703,432	703,432
	8810 TRANSFERS IN FROM GEN FND	0	736,525	0	0
	9410 INTEREST	18,276	25,000	25,000	25,000
	TOTAL:	2,659,270	3,358,470	3,319,684	3,319,684
4901 DEBT SERVICE	8222 SUPPRT BLNG TO GOVTL AGCY	634,168	633,138	633,138	633,138
	8826 TRANSFERS IN FOR PRIN/INT	0	460,250	460,250	460,250
	8856 PFF - GEN GOV-DEBT SERVICE	0	500,000	500,000	500,000
	9135 TLRF PROCEEDS	322,328	500,000	500,000	500,000
	9394 PENALTY AS-CRIM JUS CONST	283,634	283,173	283,173	283,173
	TOTAL:	1,240,130	2,376,561	2,376,561	2,376,561
4904 PENSION OBLIGATION BOND DSF	9972 COUNTY CONTRIBUTIONS	0	4,100,000	4,100,000	4,100,000
	TOTAL COUNTY REVENUE:	350,805,585	344,798,638	336,400,537	340,827,145

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

		2002-03	2003-04	2003-04	2003-04
REVENUE TYPE	DEPARTMENT	ACTUAL	REQUESTED	RECOMMENDED	ADOPTED
8201 ISD BLLNGS- PHONE	2250 INFORMATION TECHNOLOGY DEPARTM	282,394	300,641	300,641	300,641
	TOTAL:	282,394	300,641	300,641	300,641
8202 ISD BILLINGS-DP SUPPORT	2250 INFORMATION TECHNOLOGY DEPARTM	254,178	225,169	225,169	225,169
	TOTAL:	254,178	225,169	225,169	225,169
8203 ISD BILLINGS-RADIO/COMMNS	2250 INFORMATION TECHNOLOGY DEPARTM	15,462	17,624	17,624	17,624
	TOTAL:	15,462	17,624	17,624	17,624
8204 GEN SRVS BLNG-CUST/MAINT	2180 GENERAL SERVICES	45,334	0	0	0
8205 GEN SRVS BLNG-POSTAGE	2180 GENERAL SERVICES	102,992	106,011	106,011	106,011
	TOTAL:	102,992	106,011	106,011	106,011
8214 INS BLLNG TO COUNTY AGCY	2340 RISK MANAGEMENT	648,976	302,724	302,724	302,724
	TOTAL:	648,976	302,724	302,724	302,724
8215 DEPT BILLINGS-GEN CO OH	2002 NON-DEPTL-OTHR FINCNG USE	1,853,893	2,108,496	2,108,496	2,108,496
	2083 COUNTYWIDE AUTOMATION REPLACEM	1,373,311	833,865	833,865	833,865
	2084 GEN GOVT BUILDING REPLACEMENT	826,384	746,519	746,519	746,519
	TOTAL:	4,053,588	3,688,880	3,688,880	3,688,880
8218 MAINT PROJECT BILLINGS	2208 MAINTENANCE PROJECTS	410,361	402,960	391,660	451,660
	TOTAL:	410,361	402,960	391,660	451,660
8219 CIP/FIXED ASSET BILLINGS	2180 GENERAL SERVICES	266,886	0	0	0
	2207 CAPITAL PROJECTS FUND	51,152	11,093,800	0	0
	2208 MAINTENANCE PROJECTS	96,507	0	0	0
	TOTAL:	414,545	11,093,800	0	0
8221 REIMBURSEMENTS-AIRPORT FA	2001 NON-DEPARTMENTAL REVENUES	92,700	0	0	0
8222 SUPPRT BLNG TO GOVTL AGCY	2040 ADMINISTRATIVE OFFICE	73,306	159,964	159,964	159,964
	2050 AUDITOR-CONTROLLER	0	530,071	530,071	530,071
	2110 PERSONNEL	0	0	225,052	225,052
	2179 OPERATIONS CENTER	2,699	0	0	0
	2180 GENERAL SERVICES	2,057,864	2,596,837	2,933,413	2,933,413
	2245 PUBLIC WORKS SPECIAL SERVICES	0	30,722	27,620	27,620
	2340 RISK MANAGEMENT	0	380,857	270,634	270,634
	2560 DISTRICT ATTORNEY	44,617	45,259	45,259	45,259
	2590 SHERIFF-CORONER	61,414	69,199	69,199	69,199
	2670 COUNTY FIRE	300,000	300,000	300,000	300,000
	2730 AGRICULTURAL COMMISSIONER	1,021	0	0	0
	2800 PLANNING & BUILDING DEPARTMENT	349,987	522,437	116,437	116,437
	3000 PUBLIC HEALTH DEPARTMENT	146,666	127,817	127,817	127,817
	3070 MENTAL HEALTH	1,785	1,650	1,650	1,650
	3075 DRUG & ALCOHOL SERVICES	82,158	100,352	100,392	100,392
	3285 LAW ENFORCEMENT MED CARE	13,725	0	0	0
	3286 CO MEDICAL SERVICES PROG	168,794	124,745	119,052	119,052
	4040 DRINKING DRIVER PROGRAMS	19,046	10,000	10,000	10,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
8222 (Continued)	4125 PARKS	83,367	26,175	26,175	66,495
	4901 DEBT SERVICE	634,168	633,138	633,138	633,138
	TOTAL:	4,040,617	5,659,223	5,695,873	5,736,193
8223 SUPPRT BLNG TO NON-GOVTL	4125 PARKS	0	40,320	40,320	0
8225 PARKS BILLNGS-GRNDS/MAINT	4125 PARKS	133,432	390	390	390
	TOTAL:	133,432	390	390	390
8232 BILLNGS-PASS THRU GRANTS	2800 PLANNING & BUILDING DEPARTMENT	0	0	330,000	330,000
8234 ISD BILLINGS - DAS	2250 INFORMATION TECHNOLOGY DEPARTM	198,140	0	0	0
8241 SHERIFF BILLINGS FOR SECURITY	2590 SHERIFF-CORONER	303,497	222,164	269,501	269,501
	TOTAL:	303,497	222,164	269,501	269,501
8246 ISD BILLINGS-OFFICE AUTOMATION	2250 INFORMATION TECHNOLOGY DEPARTM	48,443	27,294	27,294	27,294
	TOTAL:	48,443	27,294	27,294	27,294
8247 ISD BILLINGS-PROGRAMMING	2250 INFORMATION TECHNOLOGY DEPARTM	45,494	18,114	18,114	18,114
	TOTAL:	45,494	18,114	18,114	18,114
8249 ROADS IMPACT FEES	2920 ROADS	1,342,509	3,468,400	3,468,400	4,756,817
	TOTAL:	1,342,509	3,468,400	3,468,400	4,756,817
8252 INTERFD BLLNGS-WATER	2179 OPERATIONS CENTER	20,885	0	0	0
8302 ST RLGN-SALES TX-SOC SRVC	2660 PROBATION DEPARTMENT	166,516	190,000	190,000	190,000
	3000 PUBLIC HEALTH DEPARTMENT	178,211	230,061	230,061	230,061
	3070 MENTAL HEALTH	99,286	113,300	113,300	113,300
	3200 SOCIAL SERVICES ADMINISTRATION	1,695,491	1,986,485	1,986,485	1,986,485
	3240 FOSTER CARE-SOCIAL SERVICES	3,275,364	4,079,059	4,079,059	4,079,059
	3285 LAW ENFORCEMENT MED CARE	23,422	32,820	32,820	32,820
	3290 GENERAL ASSISTANCE	131,454	150,000	150,000	150,000
	TOTAL:	5,569,744	6,781,725	6,781,725	6,781,725
8303 ST RLGN-SALES TAX-M H	3070 MENTAL HEALTH	4,290,416	4,341,096	4,341,096	4,341,096
	TOTAL:	4,290,416	4,341,096	4,341,096	4,341,096
8304 ST RLGN-SALES TAX-HEALTH	3000 PUBLIC HEALTH DEPARTMENT	1,312,591	1,457,059	1,457,059	1,457,059
	3285 LAW ENFORCEMENT MED CARE	239,202	207,860	207,860	207,860
	3286 CO MEDICAL SERVICES PROG	253,754	0	0	0
	TOTAL:	1,805,547	1,664,919	1,664,919	1,664,919
8305 ST REALGN- VLF	3000 PUBLIC HEALTH DEPARTMENT	2,172,076	2,147,248	2,147,248	2,147,248
	3070 MENTAL HEALTH	1,241,681	924,977	924,977	924,977
	3200 SOCIAL SERVICES ADMINISTRATION	202,035	0	0	0
	3285 LAW ENFORCEMENT MED CARE	278,620	306,320	306,320	306,320
	3286 CO MEDICAL SERVICES PROG	2,218,446	2,472,200	2,472,200	2,472,200
	TOTAL:	6,112,858	5,850,745	5,850,745	5,850,745

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
8308 ST REALGN- VLF GROWTH	3000 PUBLIC HEALTH DEPARTMENT	223,577	0	0	0
	3070 MENTAL HEALTH	270,918	123,168	123,168	123,168
	3200 SOCIAL SERVICES ADMINISTRATION	58,635	0	0	0
	3285 LAW ENFORCEMENT MED CARE	31,752	0	0	0
	TOTAL:	584,882	123,168	123,168	123,168
8312 ST RLGN-VLF BASE RESTORTN	3070 MENTAL HEALTH	0	100,223	100,223	100,223
8324 SB90 STATE MANDATED COSTS	2040 ADMINISTRATIVE OFFICE	0	30,000	30,000	30,000
	2050 AUDITOR-CONTROLLER	0	40,000	40,000	40,000
	2070 ASSESSOR	0	0	2,500	2,500
	2100 COUNTY COUNSEL	0	22,402	22,402	22,402
	2509 CLERK/RECORDER	0	151,707	151,707	151,707
	2560 DISTRICT ATTORNEY	0	391,000	295,000	295,000
	2562 VICTIM/WITNESS ASSISTANCE	0	12,000	3,000	3,000
	2590 SHERIFF-CORONER	50,000	50,000	50,000	50,000
	2800 PLANNING & BUILDING DEPARTMENT	0	5,000	5,000	5,000
	3070 MENTAL HEALTH	0	460,980	460,980	460,980
	TOTAL:	50,000	1,163,089	1,060,589	1,060,589
8325 ST AID- DRUG/MENTL HEALTH	3070 MENTAL HEALTH	828,255	600,983	600,983	600,983
	TOTAL:	828,255	600,983	600,983	600,983
8326 STATE AID- EXTRADITION	2560 DISTRICT ATTORNEY	14,269	28,000	28,000	28,000
	TOTAL:	14,269	28,000	28,000	28,000
8330 STATE AID FOR AGRICULTURE	2730 AGRICULTURAL COMMISSIONER	988,332	1,109,885	1,044,658	1,044,658
	TOTAL:	988,332	1,109,885	1,044,658	1,044,658
8332 ST AID-F/S COLLCTN INCENT	2561 CHILD SUPPORT SERVICES	66,437	0	0	0
8333 STATE AID-NUCLEAR PLANNG	2100 COUNTY COUNSEL	1,362	1,223	1,223	1,223
	2110 PERSONNEL	1,919	500	500	500
	2180 GENERAL SERVICES	6,289	1,587	1,587	1,587
	2245 PUBLIC WORKS SPECIAL SERVICES	0	19,061	19,061	19,061
	2250 INFORMATION TECHNOLOGY DEPARTM	51,016	48,734	48,734	48,734
	2290 SERVICES TO SPL DISTRICTS	13,121	0	0	0
	2590 SHERIFF-CORONER	17,998	15,240	15,240	15,240
	2670 COUNTY FIRE	21,024	14,000	14,000	14,000
	2730 AGRICULTURAL COMMISSIONER	31,000	31,800	34,700	34,700
	2790 EMERGENCY SERVICES	607,486	708,540	700,951	700,951
	2800 PLANNING & BUILDING DEPARTMENT	0	2,000	2,000	2,000
	3000 PUBLIC HEALTH DEPARTMENT	90,760	66,000	66,000	66,000
	3200 SOCIAL SERVICES ADMINISTRATION	2,715	0	0	0
	4125 PARKS	210	0	0	0
	TOTAL:	844,900	908,685	903,996	903,996
8335 STATE AID VETERAN AFFAIRS	3330 VETERANS SERVICES	75,670	60,000	60,000	60,000
	TOTAL:	75,670	60,000	60,000	60,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
8336 HOMEOWNER PROP TAX RELIEF	2001 NON-DEPARTMENTAL REVENUES	788,975	799,626	799,626	799,626
	2920 ROADS	9,704	10,419	10,419	10,419
	4000 LIBRARY	56,219	56,978	56,978	56,978
	TOTAL:	854,898	867,023	867,023	867,023
8337 STATE REIMB-CMC/ASH CASES	2550 PUBLIC DEFENDER	202,497	185,000	185,000	185,000
	2560 DISTRICT ATTORNEY	151,011	271,000	271,000	271,000
	2562 VICTIM/WITNESS ASSISTANCE	10,098	22,000	22,000	22,000
	2660 PROBATION DEPARTMENT	2,335	6,000	6,000	6,000
	TOTAL:	365,941	484,000	484,000	484,000
8339 ST AID-DRUG AND ALCOHOL	2660 PROBATION DEPARTMENT	400	0	0	0
	3075 DRUG & ALCOHOL SERVICES	161,099	161,099	161,099	161,099
	TOTAL:	161,499	161,099	161,099	161,099
8341 ST AID-INS FRAUD INVESTIG	2560 DISTRICT ATTORNEY	73,290	53,000	53,000	53,000
	TOTAL:	73,290	53,000	53,000	53,000
8342 ST AID-DMV-VEH CRIME INV	2560 DISTRICT ATTORNEY	107,883	117,000	117,000	117,000
	2590 SHERIFF-CORONER	96,726	120,000	120,000	120,000
	TOTAL:	204,609	237,000	237,000	237,000
8343 ST AID-PERINATAL T E F	3075 DRUG & ALCOHOL SERVICES	243,724	243,724	243,724	243,724
	TOTAL:	243,724	243,724	243,724	243,724
8346 ST AID-MEDICL INS INCENTV	2561 CHILD SUPPORT SERVICES	23,213	0	0	0
8347 STATE AWARDED GRANTS	2207 CAPITAL PROJECTS FUND	1,104	0	0	0
	2208 MAINTENANCE PROJECTS	58,736	0	0	0
	2560 DISTRICT ATTORNEY	246,809	242,586	242,586	242,586
	2562 VICTIM/WITNESS ASSISTANCE	544,136	515,561	515,561	515,561
	2590 SHERIFF-CORONER	723,901	612,206	612,206	612,206
	2660 PROBATION DEPARTMENT	51,760	116,832	116,832	116,832
	3000 PUBLIC HEALTH DEPARTMENT	4,117	0	0	0
	3075 DRUG & ALCOHOL SERVICES	151,412	116,832	116,832	116,832
	4000 LIBRARY	20,668	20,668	20,668	20,668
	4125 PARKS	20,100	0	0	0
	TOTAL:	1,822,743	1,624,685	1,624,685	1,624,685
8348 ST AID-MANGD CARE-INPATNT	3070 MENTAL HEALTH	632,843	632,843	1,032,843	1,032,843
	TOTAL:	632,843	632,843	1,032,843	1,032,843
8354 ST-PROP 10 TOBACCO TAX	3289 CHILDREN AND FAMILIES FIRST	2,065,038	0	0	0
8356 STATE REIMB FOR DNA TESTING	2590 SHERIFF-CORONER	180	300	300	300
	TOTAL:	180	300	300	300
8358 ST AID-PROP 12 PARKS GRANT	2207 CAPITAL PROJECTS FUND	110,269	0	0	0
	2208 MAINTENANCE PROJECTS	106,835	0	0	0
	4125 PARKS	32,403	0	0	0
	TOTAL:	249,507	0	0	0

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
8359 ST AID PROP 36 SUBSTANCE ABUSE	2560 DISTRICT ATTORNEY	10,576	10,800	10,800	10,800
	2660 PROBATION DEPARTMENT	281,637	0	0	0
	3075 DRUG & ALCOHOL SERVICES	744,014	622,866	622,866	622,866
	TOTAL:	1,036,227	633,666	633,666	633,666
8362 ST REV-PAROLE HOLDS	2590 SHERIFF-CORONER	390,108	400,000	400,000	400,000
	TOTAL:	390,108	400,000	400,000	400,000
8363 STATE COASTAL GRANT	2207 CAPITAL PROJECTS FUND	3,319	0	0	0
	2208 MAINTENANCE PROJECTS	9,230	0	0	0
	2800 PLANNING & BUILDING DEPARTMENT	0	235,500	235,500	235,500
	TOTAL:	12,549	235,500	235,500	235,500
8366 ST AID - ILLEGAL PLANT SUPPR	2590 SHERIFF-CORONER	26,993	0	0	0
8380 ST AID - CHILD SUP ADMIN	2561 CHILD SUPPORT SERVICES	1,259,994	1,560,988	1,560,988	1,560,988
	TOTAL:	1,259,994	1,560,988	1,560,988	1,560,988
8399 STATE AID - OTHER	2001 NON-DEPARTMENTAL REVENUES	24,272	0	0	0
	2207 CAPITAL PROJECTS FUND	20,926	0	0	0
	2509 CLERK/RECORDER	4,428	5,000	5,000	5,000
	2560 DISTRICT ATTORNEY	7,125	7,000	7,000	7,000
	2590 SHERIFF-CORONER	224,311	182,500	182,500	182,500
	2660 PROBATION DEPARTMENT	89,021	311,699	312,699	312,699
	2670 COUNTY FIRE	120,000	31,850	31,850	31,850
	3000 PUBLIC HEALTH DEPARTMENT	311,000	318,361	318,361	318,361
	3070 MENTAL HEALTH	(64,412)	0	0	0
	3075 DRUG & ALCOHOL SERVICES	91,183	84,479	84,479	84,479
	4000 LIBRARY	205,141	102,567	102,567	102,567
	4030 FARM ADVISOR	6,061	6,200	6,200	6,200
	TOTAL:	1,039,056	1,049,656	1,050,656	1,050,656
8401 STATE - WELFARE ADMIN.	3200 SOCIAL SERVICES ADMINISTRATION	20,756,696	22,321,574	22,321,574	22,269,574
	3240 FOSTER CARE-SOCIAL SERVICES	4,196,213	5,000,942	5,000,942	5,000,942
	3250 CALWORKS	5,842,346	756,365	756,365	756,365
	3290 GENERAL ASSISTANCE	54,530	70,681	70,681	70,681
	TOTAL:	30,849,785	28,149,562	28,149,562	28,097,562
8402 STATE AID ADULT PROGRAMS	3070 MENTAL HEALTH	963,971	976,529	976,529	976,529
	TOTAL:	963,971	976,529	976,529	976,529
8403 STATE AID-GAIN PROGRAM	3200 SOCIAL SERVICES ADMINISTRATION	398,830	0	0	0
	3240 FOSTER CARE-SOCIAL SERVICES	(38,298)	0	0	0
	TOTAL:	360,532	0	0	0
8405 STATE AID - ABATEMENT	3240 FOSTER CARE-SOCIAL SERVICES	29,867	28,000	28,000	28,000
	TOTAL:	29,867	28,000	28,000	28,000

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
8411 ST AID-CS COLL-FOSTR CARE	3240 FOSTER CARE-SOCIAL SERVICES	26,952	21,000	21,000	21,000
	3290 GENERAL ASSISTANCE	60	0	0	0
	TOTAL:	27,012	21,000	21,000	21,000
8412 MEDI-CAL:PATIENTS-ST +FED	3070 MENTAL HEALTH	6,303,760	5,919,327	5,919,327	5,919,327
	3075 DRUG & ALCOHOL SERVICES	5,264	12,000	12,000	12,000
	TOTAL:	6,309,024	5,931,327	5,931,327	5,931,327
8414 ST-WELFARE ADMIN-PRIOR YR	3200 SOCIAL SERVICES ADMINISTRATION	(1,330,262)	0	0	0
8416 ST AID - REIMB	3250 CALWORKS	45,273	40,000	40,000	40,000
	TOTAL:	45,273	40,000	40,000	40,000
8430 ST AID-CALIF CHILDRN SRVC	3000 PUBLIC HEALTH DEPARTMENT	720,000	1,207,518	1,207,518	1,207,518
	3070 MENTAL HEALTH	232,301	235,971	235,971	235,971
	TOTAL:	952,301	1,443,489	1,443,489	1,443,489
8432 STATE - HEALTH ADMIN.	3000 PUBLIC HEALTH DEPARTMENT	1,822,486	1,596,484	1,596,484	1,596,484
	TOTAL:	1,822,486	1,596,484	1,596,484	1,596,484
8434 ST AID-EPSDT-MENTAL HEALTH	3070 MENTAL HEALTH	1,716,688	2,335,342	2,335,342	2,335,342
	TOTAL:	1,716,688	2,335,342	2,335,342	2,335,342
8435 ST AID- SAMSHA	3070 MENTAL HEALTH	0	430,345	430,345	430,345
8438 ST AID-GAS TAX-UNCLAIMED	2730 AGRICULTURAL COMMISSIONER	631,750	767,026	829,476	829,476
	TOTAL:	631,750	767,026	829,476	829,476
8440 STATE - HIGHWAY USERS TAX	2920 ROADS	5,602,925	5,990,000	5,990,000	5,990,000
	TOTAL:	5,602,925	5,990,000	5,990,000	5,990,000
8442 STATE AID CONSTRUCTION	2920 ROADS	2,108,522	222,846	222,846	222,846
	TOTAL:	2,108,522	222,846	222,846	222,846
8443 TRANS DEV ACT SB 325	2920 ROADS	1,648,599	1,588,915	1,588,915	1,588,915
	TOTAL:	1,648,599	1,588,915	1,588,915	1,588,915
8447 ST AID-ISTEA EXCHANGE	2920 ROADS	578,060	578,060	578,060	578,060
	TOTAL:	578,060	578,060	578,060	578,060
8448 ST AID-PUBLIC SAFETY SRVC	2560 DISTRICT ATTORNEY	2,008,022	1,913,073	1,913,073	1,913,073
	2590 SHERIFF-CORONER	9,052,655	8,640,510	8,640,510	8,640,510
	2660 PROBATION DEPARTMENT	2,358,748	2,239,932	2,239,932	2,239,932
	2670 COUNTY FIRE	1,633,211	1,582,593	1,582,593	1,582,593
	TOTAL:	15,052,636	14,376,108	14,376,108	14,376,108
8450 ST AID-BICYCLE LANE ACCT	2207 CAPITAL PROJECTS FUND	49,206	0	0	0

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
8451 ST AID - TRAFFIC CONGESTION	2920 ROADS	644,764	0	0	0
8459 ST-MV EMISSION REDUCTION	2920 ROADS	0	62,000	62,000	62,000
8460 STATE-MOTOR VEH LIC FEE	2001 NON-DEPARTMENTAL REVENUES	16,749,665	11,500,000	11,500,000	11,600,000
	2920 ROADS	53,366	50,778	50,778	50,778
	4000 LIBRARY	233,888	60,000	120,000	120,000
	TOTAL:	17,036,919	11,610,778	11,670,778	11,770,778
8462 OTHER STATE IN-LIEU TAXES	2001 NON-DEPARTMENTAL REVENUES	795	0	0	0
8465 OPEN SPACE SUBVENTION	2001 NON-DEPARTMENTAL REVENUES	1,125,138	0	0	0
8467 ST-10% REST FINE REBATE	2660 PROBATION DEPARTMENT	8,674	12,000	12,000	12,000
	TOTAL:	8,674	12,000	12,000	12,000
8469 ST-10% SBOC VOC REBATE	2660 PROBATION DEPARTMENT	5,994	4,500	4,500	4,500
	TOTAL:	5,994	4,500	4,500	4,500
8483 CHIP HOSPITAL	3288 CAL HEALTHCARE INDIG PROG	285,089	326,679	326,679	326,679
	TOTAL:	285,089	326,679	326,679	326,679
8484 CHIP NON-CO HOSPITAL	3288 CAL HEALTHCARE INDIG PROG	71,668	93,122	93,122	93,122
	TOTAL:	71,668	93,122	93,122	93,122
8487 CHIP PHYSICIANS - EMS	3288 CAL HEALTHCARE INDIG PROG	(2)	0	0	0
8489 CHIP UNALLOCATED	3288 CAL HEALTHCARE INDIG PROG	84,150	117,408	117,408	117,408
	TOTAL:	84,150	117,408	117,408	117,408
8490 ST AID - SLESF	2560 DISTRICT ATTORNEY	88,072	99,000	99,000	99,000
	2590 SHERIFF-CORONER	619,883	0	0	0
	2660 PROBATION DEPARTMENT	978,788	906,686	946,636	946,636
	TOTAL:	1,686,743	1,005,686	1,045,636	1,045,636
8495 ST-AB818 PROPERTY TAX ADMIN	2070 ASSESSOR	930,203	873,288	873,288	873,288
	TOTAL:	930,203	873,288	873,288	873,288
8496 ST AID-PASS THRU GRANTS	2208 MAINTENANCE PROJECTS	117,849	0	0	0
	2800 PLANNING & BUILDING DEPARTMENT	795,782	50,000	50,000	50,000
	3075 DRUG & ALCOHOL SERVICES	736,574	736,574	736,574	736,574
	TOTAL:	1,650,205	786,574	786,574	786,574
8599 PRIOR YR ST GRANT PROCEEDS	2561 CHILD SUPPORT SERVICES	(48,146)	0	0	0
	2590 SHERIFF-CORONER	132,000	0	0	0
	TOTAL:	83,854	0	0	0
8601 FED AID ENTITLEMNT LAND	2001 NON-DEPARTMENTAL REVENUES	511,378	340,000	340,000	340,000
	TOTAL:	511,378	340,000	340,000	340,000

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
8603 FEDERAL AID-STORM DAMAGE	2920 ROADS	486,125	0	0	0
8604 FEDERAL - HEALTH ADMIN	3000 PUBLIC HEALTH DEPARTMENT	3,865,002	4,256,726	4,307,198	4,307,198
	3285 LAW ENFORCEMENT MED CARE	6,946	10,000	10,000	10,000
	TOTAL:	3,871,948	4,266,726	4,317,198	4,317,198
8605 FEDERAL AID CONSTRUCTION	2207 CAPITAL PROJECTS FUND	36,726	0	0	0
	2920 ROADS	790,112	1,384,438	1,384,438	2,324,238
	TOTAL:	826,838	1,384,438	1,384,438	2,324,238
8606 FEDERAL AID FOR DISASTER	2920 ROADS	(47,921)	0	0	0
8607 FEDERAL FOREST RESERV REV	2920 ROADS	10,875	0	0	0
8608 FEDERAL GRAZING FEES	2700 WILDLIFE AND GRAZING	7,279	5,000	5,000	5,000
	TOTAL:	7,279	5,000	5,000	5,000
8613 FED AID-DRUG FREE SCH/COM	3075 DRUG & ALCOHOL SERVICES	48,169	120,000	120,000	120,000
	TOTAL:	48,169	120,000	120,000	120,000
8616 FED AID-CS COLL-FOSTER CR	3240 FOSTER CARE-SOCIAL SERVICES	22,460	19,000	19,000	19,000
	TOTAL:	22,460	19,000	19,000	19,000
8618 FEDERAL AID-COPS AHEAD	2590 SHERIFF-CORONER	112,391	50,000	84,000	84,000
	TOTAL:	112,391	50,000	84,000	84,000
8621 FED AID-LLEBG GRANT	2590 SHERIFF-CORONER	83,526	0	0	0
8622 FED AID - REIMB	3250 CALWORKS	47,655	40,000	40,000	40,000
	TOTAL:	47,655	40,000	40,000	40,000
8652 FEDERAL AID - SEC 108 FR TRUST	2085 COMMUNITY DEVELOPMENT PROGRAM	30,786	0	0	0
8654 FED AID - SCAAP PASS THRU	2590 SHERIFF-CORONER	13,413	0	0	0
8655 FED AID-DRUG AND ALCOHOL	3075 DRUG & ALCOHOL SERVICES	1,634,076	1,694,708	1,694,708	1,694,708
	TOTAL:	1,634,076	1,694,708	1,694,708	1,694,708
8656 FEDERAL-GRANTS	2085 COMMUNITY DEVELOPMENT PROGRAM	4,614,355	0	0	0
	2207 CAPITAL PROJECTS FUND	0	0	111,000	111,000
	2660 PROBATION DEPARTMENT	339,171	228,124	228,124	228,124
	2790 EMERGENCY SERVICES	59,735	0	0	0
	3000 PUBLIC HEALTH DEPARTMENT	0	654,432	654,432	654,432
	3070 MENTAL HEALTH	466,207	0	0	0
	3075 DRUG & ALCOHOL SERVICES	121,229	22,998	22,998	22,998
	4000 LIBRARY	2,888	0	0	0
	TOTAL:	5,603,585	905,554	1,016,554	1,016,554

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
8658 FEDERAL AID - ENVIRONMENT	2670 COUNTY FIRE	1	0	0	0
8659 FEDERAL AID - OTHER	2590 SHERIFF-CORONER	38,959	40,000	40,000	40,000
	2790 EMERGENCY SERVICES	39,085	25,000	25,150	25,150
	3070 MENTAL HEALTH	21,529	0	0	0
	TOTAL:	99,573	65,000	65,150	65,150
8660 FEDERAL - WELFARE ADMIN	2660 PROBATION DEPARTMENT	2,525,423	2,222,902	2,222,902	2,342,902
	3200 SOCIAL SERVICES ADMINISTRATION	16,391,700	20,865,819	20,865,819	20,817,819
	3240 FOSTER CARE-SOCIAL SERVICES	4,256,173	4,642,504	4,642,504	4,642,504
	3250 CALWORKS	3,815,824	0	0	0
	3290 GENERAL ASSISTANCE	359,876	350,610	350,610	350,610
	TOTAL:	27,348,996	28,081,835	28,081,835	28,153,835
8662 FEDERAL AID - ABATEMENT	3240 FOSTER CARE-SOCIAL SERVICES	28,611	30,000	30,000	30,000
	TOTAL:	28,611	30,000	30,000	30,000
8663 FEDERAL AID-GAIN PROGRAM	3075 DRUG & ALCOHOL SERVICES	(3,997)	0	0	0
	3200 SOCIAL SERVICES ADMINISTRATION	(547,550)	0	0	0
	3240 FOSTER CARE-SOCIAL SERVICES	24,600	0	0	0
	TOTAL:	(526,947)	0	0	0
8667 FED AID-NUTRITION PROGRAM	2660 PROBATION DEPARTMENT	78,341	48,000	48,000	48,000
	TOTAL:	78,341	48,000	48,000	48,000
8668 FED AID-PERINTL SETASIDE	3075 DRUG & ALCOHOL SERVICES	65,224	71,472	71,472	71,472
	TOTAL:	65,224	71,472	71,472	71,472
8671 FED AID - HUD GRANTS	2208 MAINTENANCE PROJECTS	191,940	0	0	0
8672 FED AID - PUBLIC HEALTH SECURI	3000 PUBLIC HEALTH DEPARTMENT	225,756	0	0	0
8680 FED AID-CHILD SUP ADMIN	2561 CHILD SUPPORT SERVICES	2,942,243	3,030,153	3,030,153	3,030,153
	TOTAL:	2,942,243	3,030,153	3,030,153	3,030,153
8682 FED AID-INCENTIVES	2561 CHILD SUPPORT SERVICES	171,836	0	0	0
	3200 SOCIAL SERVICES ADMINISTRATION	214,620	300,000	300,000	300,000
	TOTAL:	386,456	300,000	300,000	300,000
8701 OTHER GOVT AGENCY REVENUE	2085 COMMUNITY DEVELOPMENT PROGRAM	321,916	0	0	0
	2590 SHERIFF-CORONER	17,455	28,000	28,000	28,000
	2660 PROBATION DEPARTMENT	59,369	269,575	269,575	269,575
	2730 AGRICULTURAL COMMISSIONER	0	9,500	9,500	9,500
	2790 EMERGENCY SERVICES	0	52,590	54,267	54,267
	2840 ANIMAL SERVICES	267,209	346,717	346,717	346,717
	3000 PUBLIC HEALTH DEPARTMENT	49,549	59,430	59,430	59,430
	3070 MENTAL HEALTH	95,995	120,000	120,000	120,000
	3075 DRUG & ALCOHOL SERVICES	27,500	27,500	27,500	27,500
	3200 SOCIAL SERVICES ADMINISTRATION	11,000	0	0	0
	TOTAL:	849,993	913,312	914,989	914,989

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
8704 COMBINED FED/ST CALWORKS	3250 CALWORKS	0	9,270,399	9,161,565	9,161,565
8801 TRANSFER IN - GF MED ASST PROG	3286 CO MEDICAL SERVICES PROG	0	0	703,432	703,432
8802 PROCEEDS OF LT DEBT-CAPTL	2207 CAPITAL PROJECTS FUND	20,492,773	0	0	0
8805 OTHER GOV'T: RDA PASS THRU	2001 NON-DEPARTMENTAL REVENUES	568,216	639,500	639,500	639,500
	4000 LIBRARY	16,383	18,000	18,000	18,000
	TOTAL:	584,599	657,500	657,500	657,500
8810 TRANSFERS IN FROM GEN FND	2081 ORGANIZATIONAL EFFECTIVENESS	350,000	350,000	350,000	350,000
	2207 CAPITAL PROJECTS FUND	47,500	0	500,000	500,000
	2920 ROADS	4,600,000	4,300,000	4,300,000	4,300,000
	3286 CO MEDICAL SERVICES PROG	0	736,525	0	0
	4000 LIBRARY	375,017	414,056	414,056	414,056
	4125 PARKS	2,441,141	2,441,141	2,441,141	2,441,141
	TOTAL:	7,813,658	8,241,722	8,005,197	8,005,197
8811 TRANSFERS IN-CAPTL PROJ	2180 GENERAL SERVICES	75,000	0	0	0
8816 PROCEEDS OF GF INTERNAL LOAN	3200 SOCIAL SERVICES ADMINISTRATION	213,764	240,200	240,200	240,200
	TOTAL:	213,764	240,200	240,200	240,200
8817 INTERNAL LOAN REPAYMENT-PRIN	2002 NON-DEPTL-OTHR FINCNG USE	203,414	0	0	0
	4125 PARKS	50,000	50,000	50,000	50,000
	TOTAL:	253,414	50,000	50,000	50,000
8818 INTERNAL LOAN REPAYMENT-INT	2002 NON-DEPTL-OTHR FINCNG USE	55,080	0	0	0
	2207 CAPITAL PROJECTS FUND	2,932	0	0	0
	TOTAL:	58,012	0	0	0
8821 TRANSFER IN FR AUTOMATION REPL	2250 INFORMATION TECHNOLOGY DEPARTM	793,664	0	0	0
8826 TRANSFERS IN FOR PRIN/INT	4901 DEBT SERVICE	0	460,250	460,250	460,250
8834 TRANSFR IN OF GF DESIGNATN	2081 ORGANIZATIONAL EFFECTIVENESS	1,000,000	0	0	0
	2207 CAPITAL PROJECTS FUND	2,000,000	0	0	0
	TOTAL:	3,000,000	0	0	0
8849 TRFR IN-PROJ FROM BU 2207	2208 MAINTENANCE PROJECTS	3,263,311	0	0	0
8851 OPR TRF IN - PFF LIBRARY	2207 CAPITAL PROJECTS FUND	21,679	0	0	0
	4000 LIBRARY	4,538	0	0	0
	TOTAL:	26,217	0	0	0
8852 OPR TRF IN - PFF FIRE	2207 CAPITAL PROJECTS FUND	184,338	0	0	0
	2670 COUNTY FIRE	115,000	0	0	0
	TOTAL:	299,338	0	0	0

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
8853 OPR TRF IN - PFF PARKS	2207 CAPITAL PROJECTS FUND	711,276	0	0	0
	2208 MAINTENANCE PROJECTS	3,247	0	0	0
	4125 PARKS	1,644	40,000	40,000	40,000
	TOTAL:	716,167	40,000	40,000	40,000
8855 OPR TRF IN - PFF LAW ENFORC	2207 CAPITAL PROJECTS FUND	21,786	0	0	0
	2590 SHERIFF-CORONER	54,000	0	0	0
	TOTAL:	75,786	0	0	0
8856 PFF - GEN GOV-DEBT SERVICE	4901 DEBT SERVICE	0	500,000	500,000	500,000
8881 TRANSFER IN-FEDERAL CDBG	2085 COMMUNITY DEVELOPMENT PROGRAM	0	2,810,571	2,585,000	2,585,000
8882 TRANSFER IN-FEDERAL HOME	2085 COMMUNITY DEVELOPMENT PROGRAM	0	1,253,323	1,514,401	1,514,401
8883 TRANSFER IN-FEDERAL ESG	2085 COMMUNITY DEVELOPMENT PROGRAM	0	95,000	94,000	94,000
9010 PROP. TAXES CURR. SECURED	2001 NON-DEPARTMENTAL REVENUES	56,438,326	61,891,933	61,891,933	61,891,933
	2920 ROADS	936,946	965,740	965,740	965,740
	4000 LIBRARY	4,083,408	4,427,893	4,427,893	4,427,893
	TOTAL:	61,458,680	67,285,566	67,285,566	67,285,566
9011 SUPPLEMENTAL-CURR.SECURED	2001 NON-DEPARTMENTAL REVENUES	2,626,188	2,000,000	2,000,000	2,000,000
	2920 ROADS	33,321	34,961	34,961	34,961
	4000 LIBRARY	193,250	137,258	137,258	137,258
	TOTAL:	2,852,759	2,172,219	2,172,219	2,172,219
9012 REDEVELOPMENT AGENCY TAX	2001 NON-DEPARTMENTAL REVENUES	(924,948)	(1,112,331)	(1,112,331)	(1,112,331)
	4000 LIBRARY	(34,728)	(42,000)	(42,000)	(42,000)
	TOTAL:	(959,676)	(1,154,331)	(1,154,331)	(1,154,331)
9017 RETURN RDA PASSTHRU - S1290	2001 NON-DEPARTMENTAL REVENUES	35,112	0	0	0
	4000 LIBRARY	1,157	0	0	0
	TOTAL:	36,269	0	0	0
9020 PROP. TAXES CURR. UNSEC.	2001 NON-DEPARTMENTAL REVENUES	1,822,105	1,902,084	1,902,084	1,902,084
	2920 ROADS	22,415	23,755	23,755	23,755
	4000 LIBRARY	129,827	135,526	135,526	135,526
	TOTAL:	1,974,347	2,061,365	2,061,365	2,061,365
9021 SUPPLEMENTAL-CURR.UNSEC.	2001 NON-DEPARTMENTAL REVENUES	36,092	9,500	9,500	9,500
	2920 ROADS	(2)	116	116	116
	4000 LIBRARY	(12)	500	500	500
	TOTAL:	36,078	10,116	10,116	10,116
9110 PROP. TAXES PRIOR SECURED	2001 NON-DEPARTMENTAL REVENUES	(172,552)	(175,000)	(175,000)	(175,000)
	2920 ROADS	(2,421)	(1,967)	(1,967)	(1,967)
	4000 LIBRARY	(12,332)	0	0	0
	TOTAL:	(187,305)	(176,967)	(176,967)	(176,967)

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
9111 SUPPLEMENTL-PRIOR SECURED	2001 NON-DEPARTMENTAL REVENUES	(897)	0	0	0
	2920 ROADS	(11)	0	0	0
	4000 LIBRARY	(64)	0	0	0
	TOTAL:	(972)	0	0	0
9120 PROP. TAXES PRIOR UNSEC.	2001 NON-DEPARTMENTAL REVENUES	28,846	30,000	30,000	30,000
	2920 ROADS	354	395	395	395
	4000 LIBRARY	2,058	2,036	2,036	2,036
	TOTAL:	31,258	32,431	32,431	32,431
9121 SUPPLEMENTAL-PRIOR UNSEC	2001 NON-DEPARTMENTAL REVENUES	25,100	20,000	20,000	20,000
	2920 ROADS	329	264	264	264
	4000 LIBRARY	1,778	982	982	982
	TOTAL:	27,207	21,246	21,246	21,246
9129 REDEMPTION FEES	2001 NON-DEPARTMENTAL REVENUES	27,850	30,000	30,000	30,000
	TOTAL:	27,850	30,000	30,000	30,000
9130 DELINQUENT/COST REIMBRSMT	2060 TREAS-TAX COLL-PUBLIC ADM	128,937	130,000	130,000	130,000
	TOTAL:	128,937	130,000	130,000	130,000
9132 PENALTIES-DELINQUENT TAX	2001 NON-DEPARTMENTAL REVENUES	115,306	150,000	150,000	150,000
	2920 ROADS	211	0	0	0
	4000 LIBRARY	1,220	0	0	0
	TOTAL:	116,737	150,000	150,000	150,000
9133 PENALTIES-C O F	2001 NON-DEPARTMENTAL REVENUES	4,051	200	200	200
	TOTAL:	4,051	200	200	200
9135 TLRF PROCEEDS	2001 NON-DEPARTMENTAL REVENUES	200,000	200,000	500,000	500,000
	2005 SHORT-TERM FINANCING	60,000	60,000	60,000	60,000
	2050 AUDITOR-CONTROLLER	238,000	308,338	250,000	250,000
	2078 ENTERPRISE FINANCIAL SYSTEM	0	9,847,644	9,847,644	9,847,644
	4901 DEBT SERVICE	322,328	500,000	500,000	500,000
	TOTAL:	820,328	10,915,982	11,157,644	11,157,644
9151 SALES AND USE TAXES	2001 NON-DEPARTMENTAL REVENUES	5,854,602	5,800,000	5,800,000	5,800,000
	TOTAL:	5,854,602	5,800,000	5,800,000	5,800,000
9160 FRANCHISES-CABLE	2001 NON-DEPARTMENTAL REVENUES	416,965	450,000	450,000	450,000
	TOTAL:	416,965	450,000	450,000	450,000
9161 FRANCHISE FEES-PUB UTIL	2001 NON-DEPARTMENTAL REVENUES	1,017,825	1,163,000	1,163,000	1,163,000
	TOTAL:	1,017,825	1,163,000	1,163,000	1,163,000
9162 FRANCHISE FEES-GARBAGE	2001 NON-DEPARTMENTAL REVENUES	451,397	350,000	457,981	457,981
	TOTAL:	451,397	350,000	457,981	457,981

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
9164 FRANCHISE FEES-PETROLEUM	2001 NON-DEPARTMENTAL REVENUES	(5,000)	14,000	14,000	14,000
	TOTAL:	(5,000)	14,000	14,000	14,000
9191 AIRCRAFT TAX	2001 NON-DEPARTMENTAL REVENUES	219,788	230,000	230,000	230,000
	TOTAL:	219,788	230,000	230,000	230,000
9192 PROPERTY TRANSFER TAX	2001 NON-DEPARTMENTAL REVENUES	2,353,752	2,125,714	2,125,714	2,125,714
	2110 PERSONNEL	(5)	0	0	0
	TOTAL:	2,353,747	2,125,714	2,125,714	2,125,714
9194 RACEHORSE TAX	2001 NON-DEPARTMENTAL REVENUES	10,544	10,000	10,000	10,000
	TOTAL:	10,544	10,000	10,000	10,000
9195 TRANSIENT OCCUPANCY TAX	2001 NON-DEPARTMENTAL REVENUES	4,520,057	5,000,000	4,500,000	4,500,000
	TOTAL:	4,520,057	5,000,000	4,500,000	4,500,000
9196 SALE OF TAX DEEDED PROP.	2060 TREAS-TAX COLL-PUBLIC ADM	32,550	19,500	19,500	19,500
	TOTAL:	32,550	19,500	19,500	19,500
9197 TIMBER TAX RESERVES	2001 NON-DEPARTMENTAL REVENUES	188	0	0	0
9210 ANIMAL LICENSES	2840 ANIMAL SERVICES	304,444	340,000	340,000	340,000
	TOTAL:	304,444	340,000	340,000	340,000
9220 BUSINESS LICENSES	2060 TREAS-TAX COLL-PUBLIC ADM	57,214	42,396	42,396	42,396
	TOTAL:	57,214	42,396	42,396	42,396
9251 BUILDING PERMITS	2240 DEVELOPMENT SERVICES	23,112	0	0	0
	2245 PUBLIC WORKS SPECIAL SERVICES	0	29,611	29,611	29,611
	2800 PLANNING & BUILDING DEPARTMENT	2,123,800	1,919,880	1,819,880	1,819,880
	TOTAL:	2,146,912	1,949,491	1,849,491	1,849,491
9252 GRADING PERMITS	2800 PLANNING & BUILDING DEPARTMENT	56,828	49,000	49,000	49,000
	TOTAL:	56,828	49,000	49,000	49,000
9253 PLAN CHECK FEES	2670 COUNTY FIRE	157,937	90,000	90,000	90,000
	2800 PLANNING & BUILDING DEPARTMENT	1,698,204	1,423,000	1,583,000	1,583,000
	TOTAL:	1,856,141	1,513,000	1,673,000	1,673,000
9254 SUB PERMITS-MECH EL PLUMB	2800 PLANNING & BUILDING DEPARTMENT	420,800	464,300	404,300	404,300
	TOTAL:	420,800	464,300	404,300	404,300
9255 MINOR USE PERMIT APPLICATION	2240 DEVELOPMENT SERVICES	12,646	0	0	0
	2245 PUBLIC WORKS SPECIAL SERVICES	0	15,454	15,454	15,454
	TOTAL:	12,646	15,454	15,454	15,454
9281 LAND USE PERMITS	2730 AGRICULTURAL COMMISSIONER	0	15,000	15,000	15,000
	2800 PLANNING & BUILDING DEPARTMENT	576,934	735,933	735,933	735,933
	TOTAL:	576,934	750,933	750,933	750,933

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
9282 PLOT PLANS	2240 DEVELOPMENT SERVICES	135	0	0	0
	2800 PLANNING & BUILDING DEPARTMENT	438,866	405,025	405,025	405,025
	TOTAL:	439,001	405,025	405,025	405,025
9283 GENERAL PLAN AMENDMENTS	2800 PLANNING & BUILDING DEPARTMENT	44,446	34,737	34,737	34,737
	TOTAL:	44,446	34,737	34,737	34,737
9284 AGRICULTURAL PRESERVE FEE	2800 PLANNING & BUILDING DEPARTMENT	12,622	53,431	53,431	53,431
	TOTAL:	12,622	53,431	53,431	53,431
9285 SUBDIVISION PERMITS	2800 PLANNING & BUILDING DEPARTMENT	352,941	389,846	389,846	389,846
	TOTAL:	352,941	389,846	389,846	389,846
9286 SPECIFIC PLANS	2800 PLANNING & BUILDING DEPARTMENT	1,988	4,500	4,500	4,500
	TOTAL:	1,988	4,500	4,500	4,500
9287 FIBER OPTIC FEES	2001 NON-DEPARTMENTAL REVENUES	449,726	0	0	0
	2800 PLANNING & BUILDING DEPARTMENT	193,200	0	0	0
	TOTAL:	642,926	0	0	0
9288 FINGER PRINTING FEES	2590 SHERIFF-CORONER	11,125	11,000	11,000	11,000
	TOTAL:	11,125	11,000	11,000	11,000
9289 EXPLOSIVE PERMITS	2590 SHERIFF-CORONER	1,200	600	600	600
	TOTAL:	1,200	600	600	600
9291 OTHER LICENSES AND PERMIT	2730 AGRICULTURAL COMMISSIONER	90,326	88,150	88,150	88,150
	TOTAL:	90,326	88,150	88,150	88,150
9292 GUN PERMITS	2590 SHERIFF-CORONER	3,580	4,000	4,000	4,000
	TOTAL:	3,580	4,000	4,000	4,000
9293 DOMESTIC VIOLENCE FEES	2562 VICTIM/WITNESS ASSISTANCE	0	54,986	54,000	54,000
9294 MARRIAGE LICENSES	2006 COURT OPERATIONS	14	0	0	0
	2509 CLERK/RECORDER	5,964	6,000	6,000	6,000
	TOTAL:	5,978	6,000	6,000	6,000
9295 BURIAL PERMITS	2001 NON-DEPARTMENTAL REVENUES	60,669	0	0	0
	3000 PUBLIC HEALTH DEPARTMENT	4,439	4,300	4,300	4,300
	3290 GENERAL ASSISTANCE	5,569	4,200	4,200	4,200
	TOTAL:	70,677	8,500	8,500	8,500
9297 2840-MISC PERMITS	2840 ANIMAL SERVICES	19,669	19,274	19,274	19,274
	TOTAL:	19,669	19,274	19,274	19,274
9301 50% EXCESS MOE REVENUE-ST	2006 COURT OPERATIONS	(495,435)	(440,000)	(440,000)	(440,000)
	TOTAL:	(495,435)	(440,000)	(440,000)	(440,000)

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
9303 LAND USE FINES	2800 PLANNING & BUILDING DEPARTMENT	17,500	44,915	44,915	44,915
	TOTAL:	17,500	44,915	44,915	44,915
9304 RED LIGHT - VC21453, 54, 57	2006 COURT OPERATIONS	1,072	500	500	500
	TOTAL:	1,072	500	500	500
9308 CIVIL ASSESSMENT-PC1214.1	2006 COURT OPERATIONS	400,110	0	0	0
9310 VEHICLE FORFEITURES-VC14607.6	2001 NON-DEPARTMENTAL REVENUES	300	0	0	0
	2560 DISTRICT ATTORNEY	150	500	500	500
	TOTAL:	450	500	500	500
9312 PROBA DRUG FEE-PC1203.1AB	2660 PROBATION DEPARTMENT	2,381	1,800	1,800	1,800
	TOTAL:	2,381	1,800	1,800	1,800
9315 CHILD RESTRNT FEE-COUNTY	3000 PUBLIC HEALTH DEPARTMENT	2,556	3,000	3,000	3,000
	TOTAL:	2,556	3,000	3,000	3,000
9316 CHILD RESTRAINT FEE-CITY	3000 PUBLIC HEALTH DEPARTMENT	2,318	2,500	2,500	2,500
	TOTAL:	2,318	2,500	2,500	2,500
9320 BATTRD WM SHEL-PC1203.097	2660 PROBATION DEPARTMENT	661	0	0	0
9322 TRAFFIC SCH-VC42007.1($24)	2006 COURT OPERATIONS	292,440	320,000	320,000	320,000
	TOTAL:	292,440	320,000	320,000	320,000
9323 CNTY FIX IT-VC 40611	2006 COURT OPERATIONS	20,778	25,000	25,000	25,000
	TOTAL:	20,778	25,000	25,000	25,000
9324 COUNTY PARKING	2006 COURT OPERATIONS	0	50	50	50
	2590 SHERIFF-CORONER	3,480	3,500	3,500	3,500
	TOTAL:	3,480	3,550	3,550	3,550
9325 CO-FAILURE TO APPEAR(FTA)	2006 COURT OPERATIONS	29,901	50,000	50,000	50,000
	TOTAL:	29,901	50,000	50,000	50,000
9326 CO MOTOR VEH/CRIM FINES	2006 COURT OPERATIONS	719,248	730,000	730,000	730,000
	TOTAL:	719,248	730,000	730,000	730,000
9330 DOMESTIC VIOLC-PC1203.097	2006 COURT OPERATIONS	100	0	0	0
9333 CITIES FIX IT-VC40611	2006 COURT OPERATIONS	18,821	18,000	18,000	18,000
	TOTAL:	18,821	18,000	18,000	18,000
9334 SMALL CLAIMS ADVISORY FEE	2560 DISTRICT ATTORNEY	4,992	5,500	5,500	5,500
	TOTAL:	4,992	5,500	5,500	5,500
9336 HEAD TRAUMA-VC27315	2006 COURT OPERATIONS	1,454	1,500	1,500	1,500
	TOTAL:	1,454	1,500	1,500	1,500

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
9337 PA-EMERGENCY MED SERVICES	2660 PROBATION DEPARTMENT	1,170	0	0	0
	3287 EMERGENCY MEDICAL SRVS FUND	348,415	360,000	360,000	360,000
	TOTAL:	349,585	360,000	360,000	360,000
9339 SUPERIOR COURT FINES-BASE	2006 COURT OPERATIONS	21,233	27,000	27,000	27,000
	2660 PROBATION DEPARTMENT	6,680	9,000	9,000	9,000
	TOTAL:	27,913	36,000	36,000	36,000
9342 SETTLEMENTS/JUDGEMENTS	2560 DISTRICT ATTORNEY	0	7,000	7,000	7,000
9345 BLDG CODE INVESTIG FEES	2800 PLANNING & BUILDING DEPARTMENT	35,866	30,000	30,000	30,000
	TOTAL:	35,866	30,000	30,000	30,000
9348 TRAFFIC SCHOOL FEES	2006 COURT OPERATIONS	1,016,371	995,000	995,000	995,000
	TOTAL:	1,016,371	995,000	995,000	995,000
9351 ASSET FORFEITURES	2590 SHERIFF-CORONER	0	25,000	25,000	25,000
9353 VITAL STATS FEE-GC 26859	2006 COURT OPERATIONS	2,417	1,000	1,000	1,000
	TOTAL:	2,417	1,000	1,000	1,000
9356 BLOOD ALCOHOL FINES	2560 DISTRICT ATTORNEY	11,570	24,000	24,000	24,000
	3075 DRUG & ALCOHOL SERVICES	106,956	72,000	72,000	72,000
	TOTAL:	118,526	96,000	96,000	96,000
9357 AIDS EDUCATION FINE-PC264	2660 PROBATION DEPARTMENT	273	50	50	50
	3000 PUBLIC HEALTH DEPARTMENT	383	0	0	0
	TOTAL:	656	50	50	50
9358 PENALTY AS-FINGERPRINT ID	2590 SHERIFF-CORONER	133,935	118,339	117,839	117,839
	TOTAL:	133,935	118,339	117,839	117,839
9360 SMALL CLAIMS FEES	2006 COURT OPERATIONS	17,435	0	0	0
9365 FISH AND GAME FINES	2710 FISH AND GAME	7,148	10,000	10,000	10,000
	4125 PARKS	1,500	3,000	3,000	3,000
	TOTAL:	8,648	13,000	13,000	13,000
9366 OFF-HIGHWAY MOTOR FINES	2208 MAINTENANCE PROJECTS	12,720	0	0	0
	4125 PARKS	5,500	5,500	5,500	5,500
	TOTAL:	18,220	5,500	5,500	5,500
9371 AGRICULTURE FINES	2730 AGRICULTURAL COMMISSIONER	6,584	0	0	0
9372 BUSINESS & PROFESSIONS	2006 COURT OPERATIONS	(5,697)	2,400	2,400	2,400
	TOTAL:	(5,697)	2,400	2,400	2,400
9373 HEALTH/SAFETY FINES/FORFT	2006 COURT OPERATIONS	1,959	1,000	1,000	1,000
	2560 DISTRICT ATTORNEY	172	0	0	0
	2660 PROBATION DEPARTMENT	14,322	15,000	15,000	15,000
	TOTAL:	16,453	16,000	16,000	16,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
9375 LITTER CLEANUP	4125 PARKS	1,849	0	0	0
9379 CITIES- ALL MISDEMEANORS	2006 COURT OPERATIONS	36,853	28,500	28,500	28,500
	TOTAL:	36,853	28,500	28,500	28,500
9380 FEES -ALCOHOL ABUSE & EDU	3075 DRUG & ALCOHOL SERVICES	95,000	56,000	56,000	56,000
	TOTAL:	95,000	56,000	56,000	56,000
9383 CITY MOTOR VEHICLE FINES	2006 COURT OPERATIONS	104,256	101,000	101,000	101,000
	TOTAL:	104,256	101,000	101,000	101,000
9390 ST PENALTY F&GAME-PC1464	2006 COURT OPERATIONS	3,139	2,800	2,800	2,800
	TOTAL:	3,139	2,800	2,800	2,800
9394 PENALTY AS-CRIM JUS CONST	2208 MAINTENANCE PROJECTS	2,045	0	0	0
	4901 DEBT SERVICE	283,634	283,173	283,173	283,173
	TOTAL:	285,679	283,173	283,173	283,173
9395 PENALTY AS-CTHS TEMP CONS	2207 CAPITAL PROJECTS FUND	229,558	0	0	0
	2208 MAINTENANCE PROJECTS	146,908	0	0	0
	TOTAL:	376,466	0	0	0
9399 ST PENALTY ASSMNTS-PC1464	2006 COURT OPERATIONS	530,840	460,000	460,000	460,000
	TOTAL:	530,840	460,000	460,000	460,000
9401 TRAN INTEREST REVENUE	2005 SHORT-TERM FINANCING	914,979	390,000	390,000	390,000
	TOTAL:	914,979	390,000	390,000	390,000
9408 INTEREST ON PROGRAM FUNDS	2207 CAPITAL PROJECTS FUND	180,223	0	0	0
9409 OTHER INTEREST	2001 NON-DEPARTMENTAL REVENUES	4,917	0	0	0
	2561 CHILD SUPPORT SERVICES	4,443	0	0	0
	3000 PUBLIC HEALTH DEPARTMENT	1,047	950	950	950
	TOTAL:	10,407	950	950	950
9410 INTEREST	2001 NON-DEPARTMENTAL REVENUES	1,157,362	1,600,000	1,600,000	1,600,000
	2081 ORGANIZATIONAL EFFECTIVENESS	36,408	0	0	0
	2082 TAX REDUCTION RESERVE	254,747	0	0	0
	2083 COUNTYWIDE AUTOMATION REPLACEM	216,943	0	0	0
	2084 GEN GOVT BUILDING REPLACEMENT	85,540	0	0	0
	2085 COMMUNITY DEVELOPMENT PROGRAM	63,732	0	0	0
	2141 ROADS - IMPACT FEES	224,335	250,000	250,000	250,000
	2207 CAPITAL PROJECTS FUND	542,328	350,000	298,300	298,300
	2700 WILDLIFE AND GRAZING	710	600	600	600
	2835 PUBLIC FACILITIES FEES	233,360	0	0	0
	2920 ROADS	99,778	100,000	100,000	100,000
	3286 CO MEDICAL SERVICES PROG	18,276	25,000	25,000	25,000
	3287 EMERGENCY MEDICAL SRVS FUND	9,132	1,900	1,900	1,900
	3288 CAL HEALTHCARE INDIG PROG	3,491	3,000	3,000	3,000
	3289 CHILDREN AND FAMILIES FIRST	151,714	0	0	0

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
9410 (Continued)	4000 LIBRARY	70,708	50,000	50,000	50,000
	4040 DRINKING DRIVER PROGRAMS	3,000	7,000	7,000	7,000
	4125 PARKS	11,205	24,000	24,000	24,000
	TOTAL:	3,182,769	2,411,500	2,359,800	2,359,800
9421 COMMUNICATION LEASE FACIL	2180 GENERAL SERVICES	11,550	7,450	7,450	7,450
	TOTAL:	11,550	7,450	7,450	7,450
9431 RENT-LAND/BLDG-SHORT TERM	2180 GENERAL SERVICES	87,618	91,861	91,861	91,861
	2670 COUNTY FIRE	5,124	5,000	5,000	5,000
	4000 LIBRARY	6,450	7,200	7,200	7,200
	4125 PARKS	14,146	15,014	15,014	15,014
	TOTAL:	113,338	119,075	119,075	119,075
9432 RENT-LAND/BLDG-LONG TERM	2180 GENERAL SERVICES	136,630	125,698	125,698	125,698
	2245 PUBLIC WORKS SPECIAL SERVICES	0	7,240	7,240	7,240
	2290 SERVICES TO SPL DISTRICTS	7,021	0	0	0
	4125 PARKS	19,888	34,431	34,431	34,431
	TOTAL:	163,539	167,369	167,369	167,369
9434 FARM LAND RENT	2180 GENERAL SERVICES	420	300	300	300
	4125 PARKS	1,916	1,965	1,965	1,965
	TOTAL:	2,336	2,265	2,265	2,265
9436 EQUIPMENT RENT	2180 GENERAL SERVICES	295	0	0	0
9438 RENTAL OF VETERANS BLDGS.	2180 GENERAL SERVICES	78,669	75,000	75,000	75,000
	4125 PARKS	1,634	0	0	0
	TOTAL:	80,303	75,000	75,000	75,000
9462 TRAFFIC SCH FEES-MADDY FUND	3287 EMERGENCY MEDICAL SRVS FUND	92,476	99,600	99,600	99,600
	TOTAL:	92,476	99,600	99,600	99,600
9463 ADM PENALTY-HS 25187	3000 PUBLIC HEALTH DEPARTMENT	0	95,000	95,000	95,000
9492 BILLINGS OH-OUTSIDE AGENCIES	2002 NON-DEPTL-OTHR FINCNG USE	(7,063)	440,131	440,131	440,131
	TOTAL:	(7,063)	440,131	440,131	440,131
9497 OTHER BILLINGS TO COURTS	2081 ORGANIZATIONAL EFFECTIVENESS	6,604	0	0	0
	2180 GENERAL SERVICES	136,031	0	0	0
	2250 INFORMATION TECHNOLOGY DEPARTM	482,714	481,589	481,589	481,589
	2340 RISK MANAGEMENT	4,772	0	0	0
	TOTAL:	630,121	481,589	481,589	481,589
9498 SHERIFF BLNGS - COURT SECUR	2590 SHERIFF-CORONER	2,082,751	2,310,361	2,310,361	2,310,361
	TOTAL:	2,082,751	2,310,361	2,310,361	2,310,361
9499 BILLINGS TO OUTSIDE AGENCIES	2180 GENERAL SERVICES	6,950	1,558	1,558	1,558
	2250 INFORMATION TECHNOLOGY DEPARTM	38,108	40,758	40,758	40,758
	2509 CLERK/RECORDER	1,275	1,000	1,000	1,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
9499 (Continued)	2590 SHERIFF-CORONER	18,274	0	0	0
	3000 PUBLIC HEALTH DEPARTMENT	217,545	248,079	248,079	342,526
	3288 CAL HEALTHCARE INDIG PROG	180,738	180,736	180,736	180,736
	4125 PARKS	50,101	0	0	0
	TOTAL:	512,991	472,131	472,131	566,578
9537 FEES-YOUNG ADULTS PROGRAM	4040 DRINKING DRIVER PROGRAMS	0	72,430	72,430	72,430
9539 ROAD TRANSVERSE CUT FEE	2920 ROADS	7,556	0	0	0
9541 ROAD LONGITUDE CUT FEE	2920 ROADS	602	0	0	0
9547 EXTD FIRST OFFENDER FEES	4040 DRINKING DRIVER PROGRAMS	135,455	197,023	197,023	197,023
	TOTAL:	135,455	197,023	197,023	197,023
9548 TRAFFIC SCHOOL FEES - CITY	2006 COURT OPERATIONS	32,680	22,000	22,000	22,000
	TOTAL:	32,680	22,000	22,000	22,000
9549 ELECTRONIC MONITORING FEE	2660 PROBATION DEPARTMENT	0	1,000	1,000	1,000
9551 AFFORDABLE HOUSING FEE TRANSFE	2835 PUBLIC FACILITIES FEES	(42,819)	0	0	0
9555 PREAPPLICATION PROCESS	2240 DEVELOPMENT SERVICES	7,536	0	0	0
	2245 PUBLIC WORKS SPECIAL SERVICES	0	10,816	10,816	10,816
	TOTAL:	7,536	10,816	10,816	10,816
9558 FRANCHISE APPLIC REVIEW	2290 SERVICES TO SPL DISTRICTS	18,577	0	0	0
9559 FLOOD HAZARD FEES	2240 DEVELOPMENT SERVICES	977	0	0	0
	2245 PUBLIC WORKS SPECIAL SERVICES	0	1,267	1,267	1,267
	TOTAL:	977	1,267	1,267	1,267
9562 TR CT TRUST-GC26823	2006 COURT OPERATIONS	168	200	200	200
	TOTAL:	168	200	200	200
9564 TR CT TRUST-GC26827.4	2006 COURT OPERATIONS	1,131	50	50	50
	TOTAL:	1,131	50	50	50
9565 TR CT TRUST-GC26830	2006 COURT OPERATIONS	39,423	28,000	28,000	28,000
	TOTAL:	39,423	28,000	28,000	28,000
9566 TR CT TRUST-GC26833.1	2006 COURT OPERATIONS	3,787	24,200	24,200	24,200
	TOTAL:	3,787	24,200	24,200	24,200
9567 TR CT TRUST-GC26835.1	2006 COURT OPERATIONS	4	0	0	0
9573 TR CT TRUST - GC26852.1	2006 COURT OPERATIONS	61	50	50	50
	TOTAL:	61	50	50	50

SLO COUNTY BUDGET PREPARATION SYSTEM
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REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
9578 TR CT TRUST-GC72060	2006 COURT OPERATIONS	7	50	50	50
	TOTAL:	7	50	50	50
9581 AFFORDABLE HOUSNG IN-LIEU	2835 PUBLIC FACILITIES FEES	42,340	45,000	45,000	45,000
	TOTAL:	42,340	45,000	45,000	45,000
9582 FIRE SUPPRESSION/COST REI	2670 COUNTY FIRE	1,322	0	0	0
9585 PUB FAC FEE-LIBRARY	2835 PUBLIC FACILITIES FEES	319,774	265,000	265,000	265,000
	TOTAL:	319,774	265,000	265,000	265,000
9586 WITNESS/DEPOSITION FEES	2560 DISTRICT ATTORNEY	150	0	0	0
9587 AMBULANCE REIMBURSEMENT	2001 NON-DEPARTMENTAL REVENUES	40,775	40,000	40,000	40,000
	2670 COUNTY FIRE	64,800	139,500	99,500	99,500
	TOTAL:	105,575	179,500	139,500	139,500
9588 INMATE ASSISTANCE REIMBRS	2590 SHERIFF-CORONER	245	500	500	500
	TOTAL:	245	500	500	500
9589 BOOKING FEES-INDIVIDUALS	2590 SHERIFF-CORONER	45,883	50,000	50,000	50,000
	TOTAL:	45,883	50,000	50,000	50,000
9591 PUBLIC EDUCATION GOV'T ACCESS	2290 SERVICES TO SPL DISTRICTS	(35,570)	0	0	0
9592 MONITORING FEE-PC1203.1B	2660 PROBATION DEPARTMENT	143,230	210,000	210,000	210,000
	TOTAL:	143,230	210,000	210,000	210,000
9593 FED AID-F/S COLL INCENTIV	2590 SHERIFF-CORONER	100,330	102,336	102,336	102,336
	TOTAL:	100,330	102,336	102,336	102,336
9595 DIVERSN MONITRG-PC1001.53	2660 PROBATION DEPARTMENT	454	0	0	0
9596 MITIGATION FEE-AIR	2800 PLANNING & BUILDING DEPARTMENT	888	72,000	72,000	72,000
	TOTAL:	888	72,000	72,000	72,000
9601 CHANGE OF PLEA	2660 PROBATION DEPARTMENT	650	600	600	600
	TOTAL:	650	600	600	600
9602 PROBA MGMNT FEE-ADULTS	2660 PROBATION DEPARTMENT	10,270	15,000	15,000	15,000
	TOTAL:	10,270	15,000	15,000	15,000
9605 SENTENCING REPORT FEE	2660 PROBATION DEPARTMENT	65,690	97,000	97,000	97,000
	TOTAL:	65,690	97,000	97,000	97,000
9606 RESTITN COLL FEE-PC1203.1	2660 PROBATION DEPARTMENT	31,930	30,000	30,000	30,000
	TOTAL:	31,930	30,000	30,000	30,000

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
9607 RECORD SEALING FEE	2660 PROBATION DEPARTMENT	1,728	1,300	1,300	1,300
	TOTAL:	1,728	1,300	1,300	1,300
9609 RED INSTALLMENT PLAN FEE	2060 TREAS-TAX COLL-PUBLIC ADM	1,274	2,500	2,500	2,500
	TOTAL:	1,274	2,500	2,500	2,500
9610 ADMINISTRATIVE SERVICES	2050 AUDITOR-CONTROLLER	90,641	103,044	103,044	103,044
	2060 TREAS-TAX COLL-PUBLIC ADM	538,501	710,700	710,700	710,700
	2560 DISTRICT ATTORNEY	188,209	190,000	190,000	190,000
	2660 PROBATION DEPARTMENT	97	100	100	100
	2800 PLANNING & BUILDING DEPARTMENT	155,682	200,000	200,000	200,000
	2840 ANIMAL SERVICES	3,090	2,300	2,300	2,300
	TOTAL:	976,220	1,206,144	1,206,144	1,206,144
9611 SPECIAL ASSESSMENT FEES	2050 AUDITOR-CONTROLLER	123,242	123,300	123,300	123,300
	TOTAL:	123,242	123,300	123,300	123,300
9612 ASSESSMNT APPORTNMNT FEES	2245 PUBLIC WORKS SPECIAL SERVICES	0	2,000	2,000	2,000
	2290 SERVICES TO SPL DISTRICTS	5,029	0	0	0
	TOTAL:	5,029	2,000	2,000	2,000
9613 PROP.REDEMPT.SEARCH FEES	2060 TREAS-TAX COLL-PUBLIC ADM	25,200	23,600	23,600	23,600
	TOTAL:	25,200	23,600	23,600	23,600
9619 PUBLIC DEFENDR SRVS-ADULT	2550 PUBLIC DEFENDER	0	7,500	10,000	10,000
9624 AIRCRAFT FILING FEE	2070 ASSESSOR	90	0	0	0
9625 ELECTION SERVICES	2006 COURT OPERATIONS	19	0	0	0
	2070 ASSESSOR	35	0	0	0
	2509 CLERK/RECORDER	318,290	10,500	20,400	20,400
	TOTAL:	318,344	10,500	20,400	20,400
9627 DEFERRED ENTRY OF JUDGMENT	2560 DISTRICT ATTORNEY	63,663	55,000	55,000	55,000
	2660 PROBATION DEPARTMENT	289	1,000	1,000	1,000
	3075 DRUG & ALCOHOL SERVICES	0	50,000	50,000	50,000
	4040 DRINKING DRIVER PROGRAMS	57,020	0	0	0
	TOTAL:	120,972	106,000	106,000	106,000
9631 SEGREGATIONS FEE	2060 TREAS-TAX COLL-PUBLIC ADM	150	260	260	260
	TOTAL:	150	260	260	260
9632 DMV DELINQUENT VESSEL FEE	2060 TREAS-TAX COLL-PUBLIC ADM	238	300	300	300
	TOTAL:	238	300	300	300
9633 UNSEC DELINQUENT COLL FEE	2060 TREAS-TAX COLL-PUBLIC ADM	13,152	25,000	25,000	25,000
	TOTAL:	13,152	25,000	25,000	25,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
9634 OTHER COURT-ORDERED REIMB	2660 PROBATION DEPARTMENT	3,010	2,000	2,000	2,000
	TOTAL:	3,010	2,000	2,000	2,000
9635 LEGAL SERVICES	2100 COUNTY COUNSEL	60,933	79,750	79,750	79,750
	2561 CHILD SUPPORT SERVICES	1,210	0	0	0
	TOTAL:	62,143	79,750	79,750	79,750
9637 INVOLUNTARY LIEN NOTICES	2509 CLERK/RECORDER	9,072	8,000	8,000	8,000
	TOTAL:	9,072	8,000	8,000	8,000
9638 INSTALLMENT FEES	2660 PROBATION DEPARTMENT	18	0	0	0
9639 PROCESSING FEES	2660 PROBATION DEPARTMENT	25,828	29,000	29,000	29,000
	TOTAL:	25,828	29,000	29,000	29,000
9641 ENVIRONMNTL ASSESSMT FEES	2800 PLANNING & BUILDING DEPARTMENT	123,643	73,364	73,364	73,364
	2920 ROADS	12	0	0	0
	TOTAL:	123,655	73,364	73,364	73,364
9643 LAFCO PROCESSING FEES	2800 PLANNING & BUILDING DEPARTMENT	500	4,000	4,000	4,000
	TOTAL:	500	4,000	4,000	4,000
9644 PUBLICATION FEES	2800 PLANNING & BUILDING DEPARTMENT	1,028	0	0	0
9645 PLANNING/ENGINEERING SVCS	2920 ROADS	2,955	895	895	895
	TOTAL:	2,955	895	895	895
9646 ROAD PERMIT FEES	2920 ROADS	12,386	9,680	9,680	9,680
	TOTAL:	12,386	9,680	9,680	9,680
9647 FILING FEES-CORNER RECORD	2240 DEVELOPMENT SERVICES	1,506	0	0	0
	2245 PUBLIC WORKS SPECIAL SERVICES	0	1,784	1,784	1,784
	TOTAL:	1,506	1,784	1,784	1,784
9648 LOT LINE ADJUSTMENTS	2240 DEVELOPMENT SERVICES	5,129	0	0	0
	2245 PUBLIC WORKS SPECIAL SERVICES	0	4,626	4,626	4,626
	TOTAL:	5,129	4,626	4,626	4,626
9652 ROAD IMPACT FEES	2141 ROADS - IMPACT FEES	2,387,357	650,000	650,000	1,938,417
	TOTAL:	2,387,357	650,000	650,000	1,938,417
9654 ALLOCATION ADMIN FEE	2800 PLANNING & BUILDING DEPARTMENT	121,015	150,000	150,000	150,000
	TOTAL:	121,015	150,000	150,000	150,000
9655 DATA PROCCESSNG/INFO SRVS	2250 INFORMATION TECHNOLOGY DEPARTM	232,225	246,839	246,839	246,839
	TOTAL:	232,225	246,839	246,839	246,839
9656 COMMUNICATION SERVICE REV	2250 INFORMATION TECHNOLOGY DEPARTM	172,034	222,408	222,408	222,408
	TOTAL:	172,034	222,408	222,408	222,408

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
9658 FIRE PROTECTION SERVICES	2670 COUNTY FIRE	195,449	201,521	201,521	201,521
	TOTAL:	195,449	201,521	201,521	201,521
9659 PUB FACIL FEE-FIRE	2835 PUBLIC FACILITIES FEES	828,575	660,000	660,000	660,000
	TOTAL:	828,575	660,000	660,000	660,000
9660 RECORDERS FEE GC27361.4	2006 COURT OPERATIONS	2,656	0	0	0
	2509 CLERK/RECORDER	364,638	191,500	191,500	191,500
	TOTAL:	367,294	191,500	191,500	191,500
9661 AGRICULTURAL SERVICES	2730 AGRICULTURAL COMMISSIONER	98,777	62,100	62,100	62,100
	TOTAL:	98,777	62,100	62,100	62,100
9662 RODENT CONTROL	2730 AGRICULTURAL COMMISSIONER	47,658	50,000	50,000	50,000
	TOTAL:	47,658	50,000	50,000	50,000
9663 HOME DETENTION PROGRAM	2590 SHERIFF-CORONER	73,800	50,000	50,000	50,000
	TOTAL:	73,800	50,000	50,000	50,000
9665 STANDARDIZATION INSPECTS	2730 AGRICULTURAL COMMISSIONER	2,350	3,600	3,600	3,600
	TOTAL:	2,350	3,600	3,600	3,600
9668 ALTERNATIVE WORK PROG REV	2590 SHERIFF-CORONER	48,328	45,000	45,000	45,000
	2660 PROBATION DEPARTMENT	1,463	5,000	5,000	5,000
	TOTAL:	49,791	50,000	50,000	50,000
9669 WEEKENDER PROGRAM	2590 SHERIFF-CORONER	45,640	50,000	50,000	50,000
	TOTAL:	45,640	50,000	50,000	50,000
9670 CIVIL PROCESS SERVICE	2590 SHERIFF-CORONER	153,824	95,000	95,000	95,000
	TOTAL:	153,824	95,000	95,000	95,000
9675 COURT FEES AND COSTS	2006 COURT OPERATIONS	711	0	0	0
9677 REIMB JUV COURT PROF FEES	2006 COURT OPERATIONS	11,856	3,000	3,000	3,000
	TOTAL:	11,856	3,000	3,000	3,000
9680 ESTATE FEES	2060 TREAS-TAX COLL-PUBLIC ADM	5,343	8,500	8,500	8,500
	2840 ANIMAL SERVICES	(30)	0	0	0
	TOTAL:	5,313	8,500	8,500	8,500
9681 GUARDIANSHIP FEES	2100 COUNTY COUNSEL	4,700	3,000	3,000	3,000
	3000 PUBLIC HEALTH DEPARTMENT	106,846	95,950	95,950	95,950
	TOTAL:	111,546	98,950	98,950	98,950
9682 REPRESENTATIVE PAYEE FEES	3000 PUBLIC HEALTH DEPARTMENT	20,490	20,000	20,000	20,000
	TOTAL:	20,490	20,000	20,000	20,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
9685 HUMANE SERVICES	2840 ANIMAL SERVICES	83,343	57,200	57,200	57,200
	TOTAL:	83,343	57,200	57,200	57,200
9686 IMPOUND FEES	2840 ANIMAL SERVICES	40,999	45,900	45,900	45,900
	TOTAL:	40,999	45,900	45,900	45,900
9687 BOARDING FEES	2840 ANIMAL SERVICES	25,101	25,000	25,000	25,000
	TOTAL:	25,101	25,000	25,000	25,000
9688 ANIMAL PLACEMENT	2840 ANIMAL SERVICES	48,790	47,500	47,500	47,500
	TOTAL:	48,790	47,500	47,500	47,500
9690 LAW ENFORCEMENT SERVICES	2590 SHERIFF-CORONER	66,461	55,000	55,000	55,000
	TOTAL:	66,461	55,000	55,000	55,000
9691 BOOKING FEES (SB 2557)	2590 SHERIFF-CORONER	370,278	350,000	350,000	350,000
	TOTAL:	370,278	350,000	350,000	350,000
9692 CHILDREN PROTECTION FEES	3200 SOCIAL SERVICES ADMINISTRATION	70,000	60,000	60,000	60,000
	TOTAL:	70,000	60,000	60,000	60,000
9693 RECORDER'S SPECL PROJECTS	2509 CLERK/RECORDER	199,487	273,600	251,749	251,749
	TOTAL:	199,487	273,600	251,749	251,749
9694 RECORDG FEE-MICROGRAPHICS	2509 CLERK/RECORDER	66,145	88,046	88,046	88,046
	TOTAL:	66,145	88,046	88,046	88,046
9695 RECORDING FEES	2006 COURT OPERATIONS	591,811	360,000	360,000	360,000
	2509 CLERK/RECORDER	1,207,604	700,000	700,000	700,000
	3000 PUBLIC HEALTH DEPARTMENT	71,851	69,500	69,500	69,500
	TOTAL:	1,871,266	1,129,500	1,129,500	1,129,500
9696 RECORDING FEES-VHS	2509 CLERK/RECORDER	1,544	6,731	6,731	6,731
	TOTAL:	1,544	6,731	6,731	6,731
9699 CHANGE OF OWNERSHIP FEE	2006 COURT OPERATIONS	200	0	0	0
	2509 CLERK/RECORDER	15,400	10,000	10,000	10,000
	TOTAL:	15,600	10,000	10,000	10,000
9701 PUB FACIL FEE-PARKS	2207 CAPITAL PROJECTS FUND	0	0	703,200	703,200
	2835 PUBLIC FACILITIES FEES	1,397,876	1,070,000	1,070,000	1,070,000
	TOTAL:	1,397,876	1,070,000	1,773,200	1,773,200
9702 PUB FACIL FEE-GEN GOVT	2835 PUBLIC FACILITIES FEES	655,197	560,000	560,000	560,000
	TOTAL:	655,197	560,000	560,000	560,000
9703 PUB FAC FEE-LAW ENFORCE	2835 PUBLIC FACILITIES FEES	152,312	150,000	150,000	150,000
	TOTAL:	152,312	150,000	150,000	150,000

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
9704 DEVELOPMENT FEE- ADMIN	2240 DEVELOPMENT SERVICES	7,072	0	0	0
	2245 PUBLIC WORKS SPECIAL SERVICES	0	770	770	770
	2800 PLANNING & BUILDING DEPARTMENT	96,674	80,000	80,000	80,000
	TOTAL:	103,746	80,770	80,770	80,770
9705 SEPARATE TAX BILL COSTS	2001 NON-DEPARTMENTAL REVENUES	41,321	39,400	39,400	39,400
	TOTAL:	41,321	39,400	39,400	39,400
9707 ROAD ABANDNMT REQUEST FEE	2920 ROADS	100	0	0	0
9708 REIMB FOR PROJ COSTS	2590 SHERIFF-CORONER	6,139	4,000	4,000	4,000
	TOTAL:	6,139	4,000	4,000	4,000
9709 ENCROACHMENT PERMIT FEES	2920 ROADS	36,595	44,100	44,100	44,100
	TOTAL:	36,595	44,100	44,100	44,100
9710 ROAD ABANDONMENT FEE	2800 PLANNING & BUILDING DEPARTMENT	2,937	8,280	8,280	8,280
	2920 ROADS	400	375	375	375
	TOTAL:	3,337	8,655	8,655	8,655
9712 CURB & GUTTER WAIVERS	2920 ROADS	31,458	11,025	11,025	11,025
	TOTAL:	31,458	11,025	11,025	11,025
9713 VENDING MACHINE REVENUE	2180 GENERAL SERVICES	50	0	0	0
9714 COIN TELEPHONE COMMISSION	2250 INFORMATION TECHNOLOGY DEPARTM	5,331	4,500	4,500	4,500
	2660 PROBATION DEPARTMENT	5	0	0	0
	4000 LIBRARY	4	40	40	40
	4125 PARKS	24	225	225	225
	TOTAL:	5,364	4,765	4,765	4,765
9718 EXAM FEES-CHILDREN	3000 PUBLIC HEALTH DEPARTMENT	17,367	20,000	20,000	20,000
	3285 LAW ENFORCEMENT MED CARE	10,343	12,000	12,000	12,000
	TOTAL:	27,710	32,000	32,000	32,000
9720 OBSTETRICAL SERVICES	3000 PUBLIC HEALTH DEPARTMENT	314,290	207,000	237,000	237,000
	TOTAL:	314,290	207,000	237,000	237,000
9721 NURSING FEES	3000 PUBLIC HEALTH DEPARTMENT	367,863	315,900	315,900	315,900
	3285 LAW ENFORCEMENT MED CARE	490	1,000	1,000	1,000
	TOTAL:	368,353	316,900	316,900	316,900
9722 HOME HEALTH NURSING FEES	3000 PUBLIC HEALTH DEPARTMENT	53,548	56,988	56,988	56,988
	TOTAL:	53,548	56,988	56,988	56,988
9723 LABORATORY SERVICES	2561 CHILD SUPPORT SERVICES	4,024	0	0	0
	3000 PUBLIC HEALTH DEPARTMENT	643,946	562,000	562,000	562,000
	TOTAL:	647,970	562,000	562,000	562,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
9724 SUPPLEMENTAL ROLL-5% ADMN	2001 NON-DEPARTMENTAL REVENUES	735,740	582,000	582,000	582,000
	TOTAL:	735,740	582,000	582,000	582,000
9725 MENTAL HEALTH SERVICES	3070 MENTAL HEALTH	780,587	418,699	418,699	418,699
	TOTAL:	780,587	418,699	418,699	418,699
9726 SECOND CHANCE CHARGES-ALC	4040 DRINKING DRIVER PROGRAMS	429,413	485,736	485,736	485,736
	TOTAL:	429,413	485,736	485,736	485,736
9727 ALCOHOLISM SERVICES	3075 DRUG & ALCOHOL SERVICES	98,082	78,000	78,000	78,000
	TOTAL:	98,082	78,000	78,000	78,000
9728 COBRA MED INS ADMIN FEE	2050 AUDITOR-CONTROLLER	682	0	0	0
9729 PROP TAX ADMIN FEE-SB2557	2001 NON-DEPARTMENTAL REVENUES	1,053,013	965,000	1,057,019	1,057,019
	TOTAL:	1,053,013	965,000	1,057,019	1,057,019
9730 ENVIRONMENTAL HEALTH SERVICES	3000 PUBLIC HEALTH DEPARTMENT	1,215,183	1,217,200	1,217,200	1,217,200
	TOTAL:	1,215,183	1,217,200	1,217,200	1,217,200
9738 MEDICAL REMB SERV/PAT CAR	3000 PUBLIC HEALTH DEPARTMENT	370,056	352,020	352,020	352,020
	TOTAL:	370,056	352,020	352,020	352,020
9740 CUTS & COMBINATN REQUESTS	2070 ASSESSOR	4,935	4,000	4,000	4,000
	TOTAL:	4,935	4,000	4,000	4,000
9741 ADOPTION FEES	3200 SOCIAL SERVICES ADMINISTRATION	6,500	0	0	0
	4000 LIBRARY	(5)	0	0	0
	TOTAL:	6,495	0	0	0
9745 CALIF CHILDREN SERVICES	3000 PUBLIC HEALTH DEPARTMENT	24,598	35,000	35,000	35,000
	TOTAL:	24,598	35,000	35,000	35,000
9746 STATE - TAX ADMIN	4125 PARKS	40	0	0	0
9747 INST.CARE-JUVENILE HALL	2660 PROBATION DEPARTMENT	18,819	30,000	30,000	30,000
	TOTAL:	18,819	30,000	30,000	30,000
9748 PSYCHIATRIC FEES-ADULTS	3070 MENTAL HEALTH	810,528	719,163	719,163	719,163
	TOTAL:	810,528	719,163	719,163	719,163
9749 INSTITUTIONAL CARE/SERVCE	2070 ASSESSOR	210	0	0	0
	2660 PROBATION DEPARTMENT	600	700	700	700
	TOTAL:	810	700	700	700
9751 LOST-DAMAGED MATERIALS	2070 ASSESSOR	8	0	0	0
	4000 LIBRARY	20,835	18,000	18,000	18,000
	TOTAL:	20,843	18,000	18,000	18,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
9752 LIBRARY SERVICES	4000 LIBRARY	210,467	150,000	150,000	150,000
	TOTAL:	210,467	150,000	150,000	150,000
9753 FIRST OFFENDER FEES	4040 DRINKING DRIVER PROGRAMS	368,566	356,888	356,888	356,888
	TOTAL:	368,566	356,888	356,888	356,888
9757 COPYING FEES	2006 COURT OPERATIONS	40	0	0	0
	2110 PERSONNEL	521	100	100	100
	2509 CLERK/RECORDER	28,997	9,400	9,400	9,400
	4000 LIBRARY	21,528	18,000	18,000	18,000
	4125 PARKS	248	0	0	0
	TOTAL:	51,334	27,500	27,500	27,500
9758 LIBRARY REQUEST FEES	4000 LIBRARY	27,359	20,000	20,000	20,000
	TOTAL:	27,359	20,000	20,000	20,000
9760 MOTION FEE-GC26830(A)	2006 COURT OPERATIONS	2,369	2,000	2,000	2,000
	TOTAL:	2,369	2,000	2,000	2,000
9762 CAMPING FEES	4125 PARKS	330,022	349,852	349,852	349,852
	TOTAL:	330,022	349,852	349,852	349,852
9763 DAILY PASSES	4125 PARKS	81,557	88,389	88,389	88,389
	TOTAL:	81,557	88,389	88,389	88,389
9764 GROUP ENTRANCE FEES	2180 GENERAL SERVICES	(160)	0	0	0
	4125 PARKS	94,605	87,743	87,743	87,743
	TOTAL:	94,445	87,743	87,743	87,743
9765 SEASON PASSES	4125 PARKS	12,915	29,250	29,250	29,250
	TOTAL:	12,915	29,250	29,250	29,250
9766 SEASON BOAT LICENSES	4125 PARKS	29,475	18,605	18,605	18,605
	TOTAL:	29,475	18,605	18,605	18,605
9767 DAILY BOAT PASSES	4125 PARKS	14,153	23,050	23,050	23,050
	TOTAL:	14,153	23,050	23,050	23,050
9768 INCOME FROM CONCESSIONS	2180 GENERAL SERVICES	10,158	10,000	10,000	10,000
	4125 PARKS	83,165	74,926	74,926	74,926
	TOTAL:	93,323	84,926	84,926	84,926
9769 SWIMMING POOL FEES	4125 PARKS	51,267	51,052	51,052	51,052
	TOTAL:	51,267	51,052	51,052	51,052
9770 MOTION SUM JDG-GC	2006 COURT OPERATIONS	10,500	8,000	8,000	8,000
	TOTAL:	10,500	8,000	8,000	8,000

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
9771 DOG/DAY USE	4125 PARKS	9,634	6,084	6,084	6,084
	TOTAL:	9,634	6,084	6,084	6,084
9772 SHOWERS/LOCKERS	4125 PARKS	21,171	17,281	17,281	17,281
	TOTAL:	21,171	17,281	17,281	17,281
9775 MOBL HOME DUP TX CLEARNCE	2060 TREAS-TAX COLL-PUBLIC ADM	326	210	210	210
	TOTAL:	326	210	210	210
9776 PARKLAND FEE (QUIMBY FEE)	2207 CAPITAL PROJECTS FUND	264,058	0	353,200	353,200
	2208 MAINTENANCE PROJECTS	200,213	0	0	0
	4125 PARKS	158,840	0	0	0
	TOTAL:	623,111	0	353,200	353,200
9778 OTHER CLERK FEES	2006 COURT OPERATIONS	1,305	0	0	0
	2509 CLERK/RECORDER	296,383	185,000	185,000	185,000
	TOTAL:	297,688	185,000	185,000	185,000
9779 BOARD CLERK FEES	2006 COURT OPERATIONS	50	0	0	0
	2509 CLERK/RECORDER	15,802	16,000	16,000	16,000
	TOTAL:	15,852	16,000	16,000	16,000
9780 COUNTY CIVIL FEES	2006 COURT OPERATIONS	26,218	0	0	0
9781 MISCELLANEOUS FEES	2060 TREAS-TAX COLL-PUBLIC ADM	7,395	390	390	390
	4040 DRINKING DRIVER PROGRAMS	93,401	19,455	19,455	19,455
	4125 PARKS	12,164	1,600	1,600	1,600
	TOTAL:	112,960	21,445	21,445	21,445
9783 HAZARDOUS WASTE REVENUES	2730 AGRICULTURAL COMMISSIONER	11,606	16,362	16,362	16,362
	TOTAL:	11,606	16,362	16,362	16,362
9785 MONUMENTATION FEES	2240 DEVELOPMENT SERVICES	42,083	0	0	0
	2245 PUBLIC WORKS SPECIAL SERVICES	0	101,328	101,328	101,328
	TOTAL:	42,083	101,328	101,328	101,328
9786 DRAINGE RVW-PLOT/SITE PLN	2240 DEVELOPMENT SERVICES	56,492	0	0	0
	2245 PUBLIC WORKS SPECIAL SERVICES	0	59,804	59,804	59,804
	TOTAL:	56,492	59,804	59,804	59,804
9787 RECREATIONAL PROGRAMS	4125 PARKS	2,850	4,210	4,210	4,210
	TOTAL:	2,850	4,210	4,210	4,210
9791 DEVELOPMENT PLAN INSPECTN	2240 DEVELOPMENT SERVICES	63,984	0	0	0
	2245 PUBLIC WORKS SPECIAL SERVICES	0	67,613	81,904	81,904
	TOTAL:	63,984	67,613	81,904	81,904
9792 PAR MAP CHECKING THRU T/A	2240 DEVELOPMENT SERVICES	26,750	0	0	0
	2245 PUBLIC WORKS SPECIAL SERVICES	0	40,812	40,812	40,812
	2509 CLERK/RECORDER	2,892	5,000	5,000	5,000
	TOTAL:	29,642	45,812	45,812	45,812

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
9793 TR MAP CHECKING THRU T/A	2240 DEVELOPMENT SERVICES	70,666	0	0	0
	2245 PUBLIC WORKS SPECIAL SERVICES	0	86,397	86,397	86,397
	TOTAL:	70,666	86,397	86,397	86,397
9797 ROAD EXCPTN REQ-TRACT MAP	2240 DEVELOPMENT SERVICES	290	0	0	0
	2245 PUBLIC WORKS SPECIAL SERVICES	0	125	125	125
	TOTAL:	290	125	125	125
9798 RECORDS OF SURVEY FEES	2240 DEVELOPMENT SERVICES	26,012	0	0	0
	2245 PUBLIC WORKS SPECIAL SERVICES	0	34,931	34,931	34,931
	TOTAL:	26,012	34,931	34,931	34,931
9799 OTHER SERVICE CHARGES	2070 ASSESSOR	147,115	150,000	150,000	150,000
	TOTAL:	147,115	150,000	150,000	150,000
9809 MENTAL HEALTH SVCS - SELF PAY	3000 PUBLIC HEALTH DEPARTMENT	751,695	772,142	772,142	877,251
	3075 DRUG & ALCOHOL SERVICES	75,315	92,242	92,242	92,242
	3288 CAL HEALTHCARE INDIG PROG	199,285	120,000	94,125	94,125
	TOTAL:	1,026,295	984,384	958,509	1,063,618
9851 SERVICE CHARGES	4000 LIBRARY	25	0	0	0
	4125 PARKS	1,256,648	1,423,886	1,423,886	1,423,886
	TOTAL:	1,256,673	1,423,886	1,423,886	1,423,886
9859 WATER SALES FOR RESALE	2179 OPERATIONS CENTER	4,385	0	0	0
	2245 PUBLIC WORKS SPECIAL SERVICES	0	19,658	20,268	20,268
	TOTAL:	4,385	19,658	20,268	20,268
9899 OTHER REVENUE	2100 COUNTY COUNSEL	0	122,000	122,000	122,000
9903 SEMINAR/CONF/WORKSHOP FEE	2670 COUNTY FIRE	52,105	52,000	52,000	52,000
	3070 MENTAL HEALTH	3,269	1,000	1,000	1,000
	TOTAL:	55,374	53,000	53,000	53,000
9908 SETTLEMENTS-ENVIRONMENTAL	2560 DISTRICT ATTORNEY	0	40,000	40,000	40,000
9911 ELECTRIC DEREGULATION SETTLEME	2001 NON-DEPARTMENTAL REVENUES	1,275,160	436,825	436,825	436,825
	2920 ROADS	46,663	0	0	0
	4000 LIBRARY	73,267	0	20,000	20,000
	TOTAL:	1,395,090	436,825	456,825	456,825
9927 LIBRARY CARD ACCESS FEES	2060 TREAS-TAX COLL-PUBLIC ADM	4,671	6,016	6,016	6,016
	2560 DISTRICT ATTORNEY	(50)	0	0	0
	TOTAL:	4,621	6,016	6,016	6,016
9930 REV APPLICABLE PRIOR YRS	2001 NON-DEPARTMENTAL REVENUES	140,918	0	0	0
	2085 COMMUNITY DEVELOPMENT PROGRAM	(25,000)	0	0	0
	2141 ROADS - IMPACT FEES	(1,878)	0	0	0
	2240 DEVELOPMENT SERVICES	(86)	0	0	0
	2800 PLANNING & BUILDING DEPARTMENT	61,501	0	0	0

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
9930 (Continued)	2920 ROADS	72,965	0	0	0
	3287 EMERGENCY MEDICAL SRVS FUND	246,934	0	0	0
	TOTAL:	495,354	0	0	0
9931 REF/ADJ-PRIOR YEAR EXPENS	2080 CONTRIBUTIONS TO OTHER AGENCIE	3,493	0	0	0
	2180 GENERAL SERVICES	1,200	0	0	0
	2208 MAINTENANCE PROJECTS	830	0	0	0
	2250 INFORMATION TECHNOLOGY DEPARTM	6,396	0	0	0
	2590 SHERIFF-CORONER	29,470	0	0	0
	4125 PARKS	199	0	0	0
	TOTAL:	41,588	0	0	0
9932 REIMBURSEMENTS-ASSISTANCE	3200 SOCIAL SERVICES ADMINISTRATION	11,500	0	0	0
	3240 FOSTER CARE-SOCIAL SERVICES	302,253	300,000	300,000	300,000
	3250 CALWORKS	86,019	70,000	70,000	70,000
	3290 GENERAL ASSISTANCE	2,231	2,500	2,500	2,500
	TOTAL:	402,003	372,500	372,500	372,500
9936 REFUNDS/EXCISE TAX	2207 CAPITAL PROJECTS FUND	232,719	0	0	0
	2250 INFORMATION TECHNOLOGY DEPARTM	163	0	0	0
	TOTAL:	232,882	0	0	0
9937 TAX DEPT RETRND CHECK FEE	2060 TREAS-TAX COLL-PUBLIC ADM	5,668	5,520	5,520	5,520
	TOTAL:	5,668	5,520	5,520	5,520
9940 SALE OF FIXED ASSETS	2180 GENERAL SERVICES	6,818	15,000	15,000	15,000
	2590 SHERIFF-CORONER	2,638	0	0	0
	2670 COUNTY FIRE	5,078	0	0	0
	TOTAL:	14,534	15,000	15,000	15,000
9944 ADV COSTS TX DEEDED PROP	2060 TREAS-TAX COLL-PUBLIC ADM	1,390	1,300	1,300	1,300
	TOTAL:	1,390	1,300	1,300	1,300
9948 REIMBURSEMENT-CO DEPT/FND	2040 ADMINISTRATIVE OFFICE	377	0	0	0
	4000 LIBRARY	50,481	0	0	0
	TOTAL:	50,858	0	0	0
9949 OTHER REIMBURSEMENTS	2100 COUNTY COUNSEL	11,784	1,000	1,000	1,000
	2180 GENERAL SERVICES	400	0	0	0
	2509 CLERK/RECORDER	285	0	0	0
	2590 SHERIFF-CORONER	6,255	3,000	3,000	3,000
	2670 COUNTY FIRE	52,098	2,500	2,500	2,500
	2730 AGRICULTURAL COMMISSIONER	184	0	0	0
	2920 ROADS	23,335	0	0	0
	3075 DRUG & ALCOHOL SERVICES	113,210	104,430	104,430	104,430
	TOTAL:	207,551	110,930	110,930	110,930
9950 BOOK.PAMPHLT.BROCHR SALES	2050 AUDITOR-CONTROLLER	462	775	775	775
	2070 ASSESSOR	205	0	0	0
	2800 PLANNING & BUILDING DEPARTMENT	13,970	15,000	15,000	15,000

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
9950 (Continued)	4000 LIBRARY	3,515	3,100	3,100	3,100
	TOTAL:	18,152	18,875	18,875	18,875
9951 MAP SALES	2070 ASSESSOR	19,352	18,500	18,500	18,500
	2240 DEVELOPMENT SERVICES	3,559	0	0	0
	2245 PUBLIC WORKS SPECIAL SERVICES	0	1,582	1,582	1,582
	TOTAL:	22,911	20,082	20,082	20,082
9953 EMPLOYEE REIMBURSEMENTS	2040 ADMINISTRATIVE OFFICE	80	100	100	100
	2100 COUNTY COUNSEL	449	0	0	0
	2180 GENERAL SERVICES	208	0	0	0
	2250 INFORMATION TECHNOLOGY DEPARTM	89	0	0	0
	2340 RISK MANAGEMENT	7	0	0	0
	2660 PROBATION DEPARTMENT	0	1,000	1,000	1,000
	2790 EMERGENCY SERVICES	269	250	250	250
	3000 PUBLIC HEALTH DEPARTMENT	386	0	0	0
	3285 LAW ENFORCEMENT MED CARE	210	0	0	0
	TOTAL:	1,698	1,350	1,350	1,350
9954 EMPL MEALS/IN-HOUSE FOOD	2590 SHERIFF-CORONER	3,065	5,000	5,000	5,000
	2660 PROBATION DEPARTMENT	818	600	600	600
	TOTAL:	3,883	5,600	5,600	5,600
9955 OTHER SALES	2180 GENERAL SERVICES	350	1,100	1,100	1,100
	2207 CAPITAL PROJECTS FUND	13,230	0	0	0
	2208 MAINTENANCE PROJECTS	300	0	0	0
	4125 PARKS	435	0	0	0
	TOTAL:	14,315	1,100	1,100	1,100
9956 PUB INFO SALE-COMP FILES	2040 ADMINISTRATIVE OFFICE	2,242	2,000	2,000	2,000
	2050 AUDITOR-CONTROLLER	56	0	0	0
	2060 TREAS-TAX COLL-PUBLIC ADM	3,179	2,000	2,000	2,000
	2070 ASSESSOR	18,629	25,000	25,000	25,000
	2509 CLERK/RECORDER	26,916	4,450	4,450	4,450
	2670 COUNTY FIRE	427	0	0	0
	TOTAL:	51,449	33,450	33,450	33,450
9958 NUISANCE ABATEMENT	2800 PLANNING & BUILDING DEPARTMENT	56,415	101,976	101,976	101,976
	TOTAL:	56,415	101,976	101,976	101,976
9959 SERVICE CHGE RETRND CHKS	2060 TREAS-TAX COLL-PUBLIC ADM	15,037	17,035	17,035	17,035
	2240 DEVELOPMENT SERVICES	15	0	0	0
	2920 ROADS	30	0	0	0
	4040 DRINKING DRIVER PROGRAMS	705	0	0	0
	TOTAL:	15,787	17,035	17,035	17,035
9960 OTHER REVENUE	2001 NON-DEPARTMENTAL REVENUES	1,659	0	0	0
	2002 NON-DEPTL-OTHR FINCNG USE	(22)	0	0	0
	2040 ADMINISTRATIVE OFFICE	325	0	0	0
	2050 AUDITOR-CONTROLLER	378	0	0	0

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
9960 (Continued)	2060 TREAS-TAX COLL-PUBLIC ADM	41	250	250	250
	2070 ASSESSOR	6,888	2,500	2,500	2,500
	2180 GENERAL SERVICES	10,443	6,100	6,100	6,100
	2240 DEVELOPMENT SERVICES	384	0	0	0
	2245 PUBLIC WORKS SPECIAL SERVICES	0	398	398	398
	2250 INFORMATION TECHNOLOGY DEPARTM	300	352,412	642,776	642,776
	2560 DISTRICT ATTORNEY	12,630	11,000	24,250	24,250
	2561 CHILD SUPPORT SERVICES	0	122,000	122,000	122,000
	2590 SHERIFF-CORONER	12,502	15,000	34,000	34,000
	2660 PROBATION DEPARTMENT	73,961	262,000	262,000	262,000
	2730 AGRICULTURAL COMMISSIONER	2,452	2,000	2,000	2,000
	2800 PLANNING & BUILDING DEPARTMENT	108,143	119,468	119,468	119,468
	2840 ANIMAL SERVICES	9,398	4,000	4,000	4,000
	2920 ROADS	54,359	150,000	150,000	150,000
	3000 PUBLIC HEALTH DEPARTMENT	113,941	107,785	107,785	107,785
	3070 MENTAL HEALTH	35,804	118,443	118,443	118,443
	3075 DRUG & ALCOHOL SERVICES	18,000	18,000	18,000	18,000
	3200 SOCIAL SERVICES ADMINISTRATION	169,976	136,899	136,899	136,899
	3285 LAW ENFORCEMENT MED CARE	15,000	15,150	15,150	15,150
	4000 LIBRARY	152	0	0	0
	4125 PARKS	17,369	11,560	11,560	11,560
	TOTAL:	664,083	1,454,965	1,777,579	1,777,579
9961 1915 BOND ACT ASSESSMENT	2050 AUDITOR-CONTROLLER	6,100	20,000	20,000	20,000
	2730 AGRICULTURAL COMMISSIONER	20	0	0	0
	TOTAL:	6,120	20,000	20,000	20,000
9967 CONTRIBUTIONS - NON GOVTL	2080 CONTRIBUTIONS TO OTHER AGENCIE	3,349	0	0	0
	2562 VICTIM/WITNESS ASSISTANCE	0	1,500	1,500	1,500
	2660 PROBATION DEPARTMENT	21,000	0	0	0
	3200 SOCIAL SERVICES ADMINISTRATION	14,427	10,000	10,000	10,000
	4000 LIBRARY	89,209	50,000	50,000	50,000
	TOTAL:	127,985	61,500	61,500	61,500
9968 GRANTS: NON-GOVERNMENTAL	4000 LIBRARY	500	0	0	0
9969 BAD DEBT RECOVERY	2180 GENERAL SERVICES	(447)	0	0	0
	4125 PARKS	1,337	0	0	0
	TOTAL:	890	0	0	0
9972 COUNTY CONTRIBUTIONS	4904 PENSION OBLIGATION BOND DSF	0	4,100,000	4,100,000	4,100,000
9975 PM INSPECT-IMP PLANS P11E	2240 DEVELOPMENT SERVICES	52,669	0	0	0
	2245 PUBLIC WORKS SPECIAL SERVICES	0	68,258	82,688	82,688
	TOTAL:	52,669	68,258	82,688	82,688
9976 TM INSPECT-IMP PLANS P11D	2240 DEVELOPMENT SERVICES	162,827	0	0	0
	2245 PUBLIC WORKS SPECIAL SERVICES	0	191,728	232,382	232,382
	TOTAL:	162,827	191,728	232,382	232,382

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2002-03 ACTUAL	2003-04 REQUESTED	2003-04 RECOMMENDED	2003-04 ADOPTED
9977 MICROFILM	2800 PLANNING & BUILDING DEPARTMENT	142.514	184.245	184.245	184.245
	TOTAL:	142.514	184.245	184.245	184.245
9978 ANNEXATION BUY-IN FEE	2240 DEVELOPMENT SERVICES	2.321	0	0	0
9980 CASH OVERAGES	2006 COURT OPERATIONS	9	0	0	0
	2060 TREAS-TAX COLL-PUBLIC ADM	2.538	2.500	2.500	2.500
	2509 CLERK/RECORDER	6.094	0	0	0
	2560 DISTRICT ATTORNEY	83	500	500	500
	4000 LIBRARY	113	150	150	150
	4125 PARKS	104	125	125	125
	TOTAL:	8.941	3.275	3.275	3.275
9987 SETTLEMNTS.DAMAGES.&REST.	2001 NON-DEPARTMENTAL REVENUES	920	0	0	0
	2180 GENERAL SERVICES	120	0	0	0
	4125 PARKS	100.134	0	0	0
	TOTAL:	101.174	0	0	0
9989 DEPT BILLINGS - CUSTODIAL MAIN	2208 MAINTENANCE PROJECTS	1.110	0	0	0
9993 SUPPORT BLNG TO NON-GOVTL	2085 COMMUNITY DEVELOPMENT PROGRAM	316.061	0	0	0
9997 TOBACCO SETTLEMENT	2080 CONTRIBUTIONS TO OTHER AGENCIE	375.000	375.000	375.000	530.000
	2590 SHERIFF-CORONER	125.000	125.000	125.000	125.000
	3000 PUBLIC HEALTH DEPARTMENT	373.413	373.414	373.414	373.414
	3070 MENTAL HEALTH	756.508	756.508	756.508	974.621
	3075 DRUG & ALCOHOL SERVICES	137.301	137.301	137.301	137.301
	3287 EMERGENCY MEDICAL SRVS FUND	725.000	725.000	725.000	882.305
	TOTAL:	2.492.222	2.492.223	2.492.223	3.022.641
	TOTAL COUNTY REVENUE:	350.805.585	344.798.638	336.400.537	340.827.145

County of San Luis Obispo

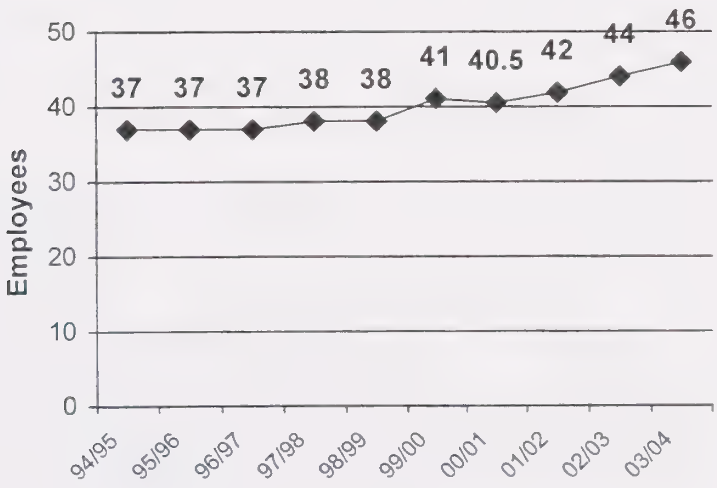
Land Based

- Agricultural Commissioner
- Planning and Building
    - Community Development
- Public Works
    - Development Services
    - Operations Center
    - Public Works Special Services
    - Roads
    - Road Impact Fees
    - Services to Special Districts

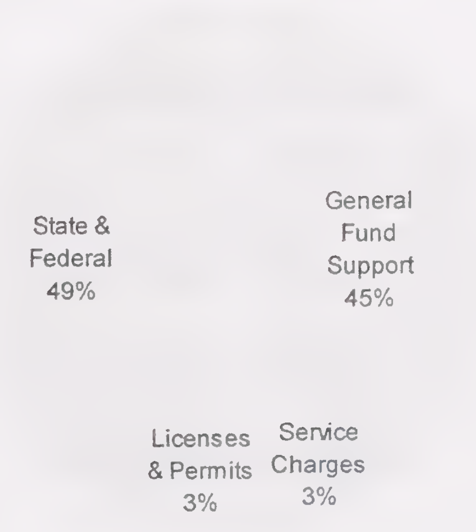
MISSION STATEMENT

To serve the Public's interest with a cooperative spirit. We are responsible for insuring equity in the marketplace and protecting agriculture, environmental quality and the health and welfare of the citizens of San Luis Obispo County. Dedicated staff utilize their individualized knowledge, abilities and efforts to meet our collective responsibility as defined in our enforcement and service programs.

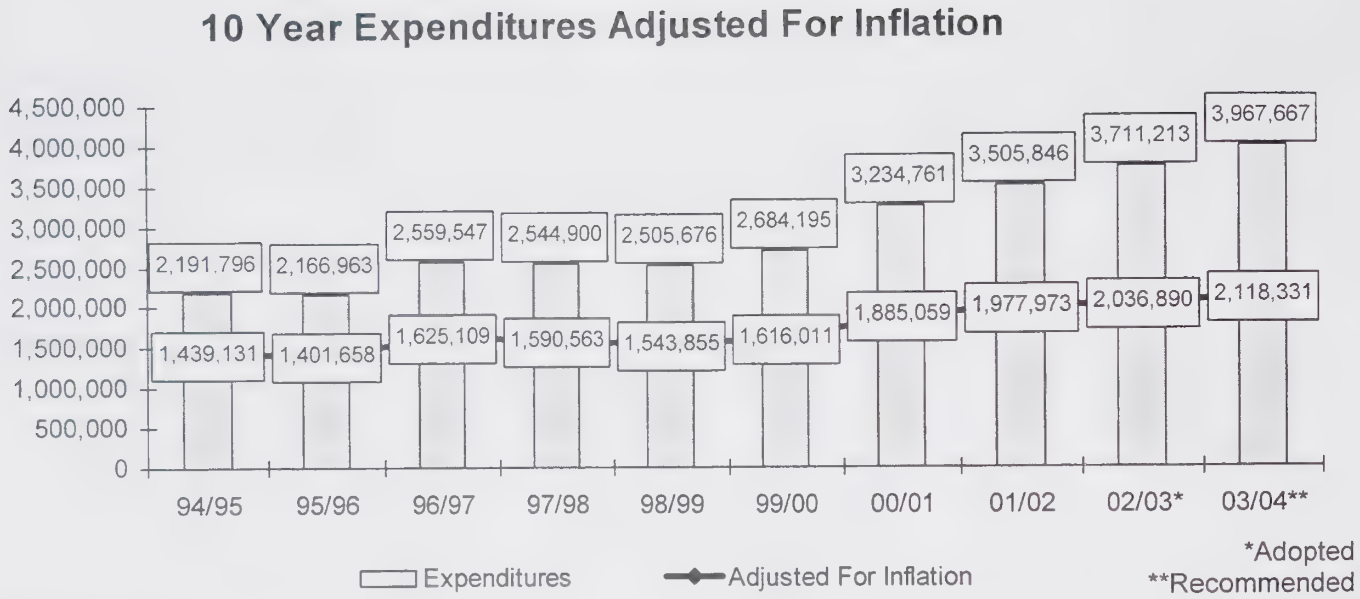
Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 2,776,133	$ 3,086,176	$ 3,284,219	$ 3,222,910	$ 3,222,910
Services and Supplies	724,931	717,579	768,229	744,757	744,757
Other Charges	0	0	0	0	0
Fixed Assets	5,882	15,253	0	0	0
**Gross Expenditures	$ 3,506,946	$ 3,819,008	$ 4,052,448	$ 3,967,667	$ 3,967,667
Less Intrafund Transfers	0	0	49,875	49,875	49,875
**Net Expenditures	$ 3,506,946	$ 3,819,008	$ 4,002,573	$ 3,917,792	$ 3,917,792
Revenues	2,064,613	1,912,060	2,155,423	2,155,546	2,155,546
General Fund Support (G.F.S.)	$ 1,442,333	$ 1,906,948	$ 1,847,150	$ 1,762,246	$ 1,762,246



Number of Employees
(Full Time Equivalent)



Source of Funds



SERVICE PROGRAMS

Environmental Protection

Educate, monitor and enforce mandated pesticide and hazardous materials requirements to protect workers, public health and safety, the environment and to ensure safe food.

Total Expenditures: $1,260,115 Total FTE: 14.94

Agricultural Resources Management

Consult, advise and facilitate with interested parties to protect the future of agriculture.

Total Expenditures: $232,121 Total FTE: 2.79

Pest Management

Promote, implement and conduct safer pest management approaches (integrated pest management) through education, training, and departmental practices.

Total Expenditures: $468,234 Total FTE: 4.86

Pest Prevention

Implement state-mandated programs to prevent the introduction and establishment of pests (injurious insect and animal pests, plant diseases, and noxious weeds) in agricultural, urban, and wild habitats in the county.

Total Expenditures: $1,472,970 Total FTE: 17.16

Product Quality

Perform inspections of Farmers' Markets, nurseries, organic farms, egg producers, and seed distributors to ensure safe and quality products, and compliance with state-mandated requirements.

Total Expenditures: $132,921 Total FTE: 1.60

Weights and Measures

Conduct inspections and audits of merchants and their weighing and measuring devices to protect businesses and consumers and ensure accuracy when the things you buy, such as groceries and gasoline, are sold by weight, measure, count or time.

Total Expenditures: $401,306 Total FTE: 4.65

DEPARTMENT COMMENTS

The requested budget allows the department to accomplish all Phase I Goals and Performance Measures and maintain the excellent level of customer service which has been established through departmental staff and adequate levels of funding. No budget augmentation requests (BARs) are included in the FY 03/04 requested budget. Following are key service program results expected with the requested budget:

Environmental Protection: The public, environment, the agricultural industry, and farm workers will be protected through enforcement of pesticide laws and regulations. We will be able to move from Version I of the existing Restricted Materials Management System (RMMS) to Version II, an internet based system for pesticide users to submit use reports. Currently, pesticide users annually submit approximately 75,000 use reports on paper and must be hand entered by our data entry staff. We will also conduct training and outreach efforts to assist pesticide users with compliance, and address neighborhood complaints at the agricultural/urban interface.

Pest Prevention: New pest infestations, such as the Glassywinged Sharpshooter and Medfly, can be averted due to exclusion, detection, and eradication programs. State pest prevention contracts can be met through seasonal help, limited term positions, and permanent status staff. Agricultural products destined to foreign ports will be certified in a timely manner. The requested budget also allows the department limited ability to react to unexpected new pest/disease outbreaks such as the Exotic Newcastle Disease.

Pest Management: The requested requested budget allows departmental staff to continue service for integrated pest management (IPM) at county facilities, county road right-of-way noxious weed control, and staffing the County Weed Management District. We are currently evaluating charging special districts for IPM facility services. The half a staff year provided by the Board will provide IPM facility service general fund departments. New infestations of noxious weeds will be controlled before they can become widely established and cause harm to agriculture and the environment.

Product Quality: The requested budget allows the department the ability to regulate direct marketing at the county's successful Farmers Markets. Verification of annual direct marketing certificates, inspection of growing locations, investigation of complaints and associated enforcement actions will be maintained. A new Federal Organic Law will be implemented in San Luis Obispo County.

Agricultural Resources: Completion of land use project referrals and implementation of the Ag and Open Space Element policies will be maintained. The department will continue to staff the Agricultural Liaison Board and provide key resource issues to the agricultural community. The ingestion pathway zone nuclear power plant program will be maintained.

Weights and Measures: The requested budget allows inspectors to continue to conduct field inspections and investigations protecting the consumer and industry by verifying the accuracy of transactions.

Formation of a Vector Control District: The Agricultural Commissioner and Health Agency will continue to evaluate the formation of a Vector Control District and report back to the Board. The Agricultural Commissioner will perform a one-time survey for mosquitoes which may carry West Nile Virus.

Food and Agriculture Security: The Agricultural Commissioner has taken a lead role in preparing for events (terrorism or otherwise) related to food and agriculture security. Staff time and resources have been absorbed and no funding has been requested for FY 03/04. A program beyond a basic planning framework will need additional funding and resources.

Exotic Newcastle Disease (END): The Agricultural Commissioner is currently assisting the California Department of Food and Agriculture and the United States Department of Agriculture with their efforts to survey for END in San Luis Obispo County. We are utilizing existing staff to perform this new program and no new funding has been requested for FY 03/04.

Customer Service Surveys: We will continue to rotate our customer service surveys through our different service programs. Due to staff's hard work and commitment, we have enjoyed an outstanding level of feedback from our various customers.

Position Allocation List: Two Department Automation Specialist positions assigned to the Agricultural Commissioner have been transferred from ITD's Position Allocation List to this department.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for this organization funds all permanent and limited term staff positions. Salary and benefit accounts are scheduled to increase by $350,641 or 12%. Almost half of the increase is due to shifting the salaries of two Department Automation Specialists from the Information Technology Department to this budget. The remainder of the increase is due to prevailing wage and normal salary step increases.

Service and supply accounts are recommended to decrease by $94,187 or 11% less than the current 2002-2003 budget. Within these accounts, county wide overhead charges increased by about $43,500. There is also an increase of $89,000 in the professional services sub-account that is the result of moving the cost of the federal trapper from the Health Department budget into the Agricultural Commissioner budget. About half of this cost is offset with funding from Environmental Health Division of the Health Department. Most other sub-accounts in this category show reductions that are intended to help balance expenses and the recommended level of General Fund contribution.

The balancing of General Fund contribution is made necessary because of declines in two revenue sources that are important to this department. The percentage of unclaimed gas tax that reimburses eligible Agricultural Commissioner expenses changes annually based upon a formula calculated by the State. This percentage has declined in the current year and the Agricultural Commissioner has made conservative estimates of gas tax revenue in the proposed budget. A second source of revenue is known as the mill fee. This is essentially a tax on pesticides that also funds Agricultural Commissioner functions. The State budget proposes to sweep up a portion of the mill fee reducing available financing. The State is also proposing a remedy for the reduction in local government mill fee in the form of raising the tax, however this is not yet approved.

The above factors leave the Agricultural Commissioner's revenues at essentially the same level as the current year. The recommended budget attempts to reduce the impact of increased labor costs and flat revenues through a combination of reducing service and supply expenditures and increasing the General Fund contribution. The recommended budget increases the General Fund contribution by $195,542 or 12 % higher than the current 2002-2003 budget. The Board of Supervisors approved a General Fund expenditure of $28,180 for a program to monitor for mosquito infestations as part of the County's response to the threat of West Nile Virus. This accounts for about 2% of the 12% increase in General Fund contribution.

The recommended budget maintains programs and staffing at current year levels. The department expects that the decline in revenue is temporary. However, should further declines in revenue occur, it will be necessary to make adjustments that could impact program service levels.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Ensure the department's Mission Statement commitment to providing service with a "cooperative spirit" is demonstrated by all service programs.

Communitywide Result Link: A well governed community.

1. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of clients that indicate they are satisfied overall with a departmental service program.	100% overall satisfaction with the Pesticide Enforcement Program	New Measure	100% overall satisfaction with the Pest Prevention Program	95% overall satisfaction with the Weights and Measures Program	95% overall satisfaction with the Weights and Measures Program	95% overall satisfaction with County Facility Integrated Pest Management

What: The department solicits feedback including ideas for improvement from its clients each fiscal year. The survey rotates through different service programs.

Why: The feedback reinforces our efforts that are successful. The people we serve provide improvement suggestions helping in our commitment to excellence.

How are we doing? Our survey is underway for Weights and Measures customers. The targeted program in Fy03/04 will be County facility integrated pest management.

Department Goal: Protect the County's agriculture through careful and timely implementation of the policies of the Agriculture and Open Space Element. Evaluate land use projects and provide advice to protect agricultural resources.

Communitywide Result Link: A livable community.

2. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of project referrals from the Planning Department that are completed by the Agricultural Commissioner within 30 days.	60%	90%	65%	90%	70%	90%

What: County Planning sends referral projects for review and comment. The percentage of referrals we respond to in writing within 30 days will be measured.

Why: County Planning is required to conduct a completeness review within 30 days of receiving a project application. We are tracking a 30-day turn around for efficiency.

How are we doing? We are measuring program efficiency, but not the ultimate outcome such as loss of farmland in the county due to lack of available data and funding. Projected efficiency results are off by 20% due to a staff vacancy and work on the Local Coastal Plan and County Grading Ordinance.

3. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Number of policy implementation measures prepared for adoption by the Board of Supervisors or implemented according to the Agriculture and Open Space Element	3	5	4	5	3	3

What: The County Board of Supervisors has adopted the Agriculture and Open Space Element of the General Plan which has 24 agricultural policies. This division is responsible for assisting, completing, or implementing the policies.

Why: Timely implementation and maintenance of the agricultural policies is critical to protecting agricultural resources.

How are we doing? We are measuring the number of policies implemented, but not the ultimate success or effects which are designed to protect agricultural resources. Results are lower than expected due to a staff vacancy, and lawsuit on the Agriculture and Open Space Element slowing completion of ordinances.

Department Goal: Protect the County from new detrimental pest (e.g. medfly, gypsy moth, red imported fire ant, glassy-winged sharpshooter, etc.) infestations in order to minimize the impact on agriculture, human health, and the environment.

Communitywide Result Link: A healthy and prosperous community.

4. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
The number of Federal Express inspections per hour (this inspection is the most consistent efficiency measure for comparable county comparisons).	3.17	Revised Measure	2.7	To equal or exceed comparable county average	3	To equal or exceed comparable county average

What: Measures the number of Federal Express inspections per hour to assist in evaluating program efficiency when compared to the average of our comparison counties. To fully assess how we are doing, effectiveness is also compared so that we meet or exceed the comparison county average for violations and pest interceptions.

Why: To protect the agriculture, urban and natural ecosystems in San Luis Obispo County as efficiently as possible.

How are we doing? The FY 01/02 average from our comparable counties is 4.68 inspections per hour. Our inspections are taking longer, but we are finding more violations and intercepting more pests.

5. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of shipments rejected for interception of Glassy-Winged Sharpshooter.	New	New	1.3%	New	.7%	.3%

What: County Staff inspect shipments of plants originating from outside San Luis Obispo County for Glassy-Winged Sharpshooter infestations.

Why: To stop introduction and spread of this detrimental pest.

How are we doing? The department led all counties in California for interceptions of Glassy-Winged Sharpshooter in FY ½. The statewide interception rate was 0.3% in FY ½. Future interception rates are projected to decline due to less infested shipments arriving in San Luis Obispo County.

Department Goal: Ensure that local agricultural commodities (i.e., fruit, vegetables, nursery stock, seed, etc.) are inspected for export and in compliance with applicable laws to minimize the risk of financial loss to exporters.

Communitywide Result Link: A healthy and prosperous community.

6. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of qualified shipments for export certificates within 24 hours of requested delivery date.	98%	99%	99.7%	99%	99% +	99% +

What: This is a fee-based service to exporters in the county.

Why: To ensure timely and effective customer service and minimize delays in the shipping process.

How are we doing? In the first half of this fiscal year, we issued 950 export certificates for markets worldwide and met the requested delivery date 99.7% of the time.

Department Goal: Design, implement, and facilitate environmentally sound (integrated pest management) programs to control or eradicate existing detrimental pests (noxious weeds, insects, diseases, rodents and birds) and to eliminate or reduce their detrimental impact upon agriculture, the environment, and the public.

Communitywide Result Link: A healthy and prosperous community.

7. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of students in public schools (K-12) protected through the adoption of environmentally sound (Integrated Pest Management) pest control techniques.	70%	80%	80%	80%	80%	This measure is being eliminated.

What: To encourage school districts to create environmentally sound policies and adopt Integrated Pest Management (IPM) techniques which support the use of reduced risk pest management practices

Why: To minimize the potential negative impact of traditional pesticide use on public health and the environment.

How are we doing? This measure is eliminated, as school districts will now have more responsibility for the task.

8. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of County employees in County facilities protected through the adoption of environmentally sound (Integrated Pest Management) pest control techniques.	75%	95%	85%	95%	92%	95%

What: To utilize alternative methods rather than traditional pesticide approaches to pest management.

Why: To minimize the potential negative impact of traditional pesticide use on public health and the environment.

How are we doing? In addition to the percentage of county employees protected (92%), we have achieved over a 90% reduction in traditional pesticide usage since program inception in 1999. We now provide services to all county-owned facilities. The remaining employees work in rented or leased facilities.

9. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of containment, reduction or eradication of yellow starthistle along road rights-of-way in San Luis Obispo County.	100% containment 10% reduction per year in moderately infested areas. 100% eradication or containment in lightly infested Coastal locations	100% containment 10% reduction per year in moderately infested areas. 100% eradication or containment in lightly infested Coastal locations	100% containment 10% reduction per year in moderately infested areas. 100% eradication or containment in lightly infested Coastal locations	100% containment 5% reduction per year in moderately infested areas. 100% eradication or containment in lightly infested Coastal locations	100% containment 5% reduction per year in moderately infested areas. 100% eradication or containment in lightly infested Coastal locations	This measure is being eliminated.

What: The goal is the containment and reduction of the yellow starthistle population in the moderately infested (North County and Central County) road rights-of-way, and containment or eradication of yellow starthistle where found in limited and/or isolated populations in the Coastal region.

Why: To minimize further spread in areas where yellow starthistle infestation has already occurred and eliminate newly discovered limited populations.

How are we doing? Current efforts to control yellow starthistle have produced successes in the light and moderately infested areas. The more heavily infested areas require significant resources just to keep the infestation from spreading further. Due to re-prioritizing we have shifted staff into revenue producing programs, such as Glassywinged Sharpshooter and insect trapping.

Department Goal: Promote the safe use of pesticides in our county by regulating their use for compliance with mandated requirements to protect workers, the public's health and safety, the health of the environment and ensure food safety.

Communitywide Result Link: A healthy community.

10. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of overall compliance by all regulated pesticide users (agricultural, structural, and governmental).	96.0%	96.5%	97.3%	96.5%	97.0%	97.5%

What: Laws require pesticide users to comply with mandated requirements such as, but not limited to: following pesticide labels, training workers, operating equipment and applying pesticides in a safe manner and keeping records of usage. This measure excludes home use by the public which currently is not monitored.

Why: To protect workers, the public's health and safety, the health of the environment and to ensure safe food.

How are we doing? The expertise of staff, collaborative efforts of industry and linkage to the community at large continues to create a successful regulatory program based on compliance rate. While compliance with regulations is one measure of effectiveness, measuring the negative effects of pesticides on workers, food and the environment would provide a more clear connection to the ultimate outcome of program compliance. Measuring ultimate outcomes is more time and effort intensive and is currently not feasible without reprioritizing or enhancing resources and funding.

11. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Staff hours spent per customer providing services to attain compliance.	13.1	New Measure	14.8	13.5	14.0	13.0

What: Provide services to regulated pesticide users in the most complete yet efficient manner to ensure pesticides are used safely.

Why: To protect workers, the public's health and safety, the health of the environment and to ensure safe food.

How are we doing? Overall compliance rate for regulated pesticide users is extremely high as a result of services provided by staff through educational outreach and regulatory inspections. Comparable counties averaged 14.8 hours per customer to provide similar services in FY 01/02.

Department Goal: Conduct field and market inspections of grower's agricultural products (i.e., fresh fruit, nuts, vegetables, nursery stock, eggs, cut flowers) sold at certified Farmers Markets to ensure fair competition and compliance with direct marketing rules.

Communitywide Result Link: A healthy and prosperous community.

12. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of compliance with Farmers Market requirements.	99.6%	99%	95.0%	99%	95.0%	95.0%

What: The State requires growers to only sell agricultural products that they have produced.

Why: To ensure fair competition, promote Farmers' Market success and increase consumer access to growers.

How are we doing? Compliance rate is on target to meet projected goals.

Department Goal: Ensure that merchants in the county accurately deliver goods to consumers over scales, through meters and as represented in their advertising, price signs, labeling, and the contents of their packages.

Communitywide Result Link: A prosperous and well-governed community.

13. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage compliance for measuring devices (such as gasoline dispensers).	92%	To equal or exceed the statewide average.	88.9%	To equal or exceed the statewide average.	89%	To equal or exceed the statewide average.

What: The State of California mandates that all commercial measuring devices be tested. The measure represents the percentage of measuring devices that the consumer can expect to perform correctly and accurately.

Why: The use of correct measuring devices helps the merchant compete fairly and protects the consumer.

How are we doing? Currently, the statewide average is 89%. Out of 576 measuring devices inspected so far in San Luis Obispo County during FY 2002/03, 87% were in compliance.

14. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage compliance for weighing devices (such as scales).	87%	To equal or exceed the statewide average.	87.1%	To equal or exceed the statewide average.	88%	To equal or exceed the statewide average.

What: The State of California mandates that all commercial weighing devices be tested. The measure represents the percentage of weighing devices that the consumer can expect to perform correctly and accurately.

Why: The use of correct weighing devices helps the merchant compete fairly and protects the consumer.

How are we doing? Currently, the statewide average is 88%. Out of 889 weighing devices inspected so far in San Luis Obispo County during FY 2002/03, 88% were in compliance, equaling the statewide average.

15. Performance Measure	00/01Actual Results	01-02 Adopted	01-02Actual Results	02/03 Adopted	02/03 Projected Results	03/04Target
Percentage of accuracy for price scanners.	98%	To equal or exceed the statewide average.	98.4%	To equal or exceed the statewide average.	98%	To equal or exceed the statewide average.

What: Price verification represents how accurately the price charged to the customer matches the advertised price or the shelf price when scanners or computer look up systems are used at the checkout counter.

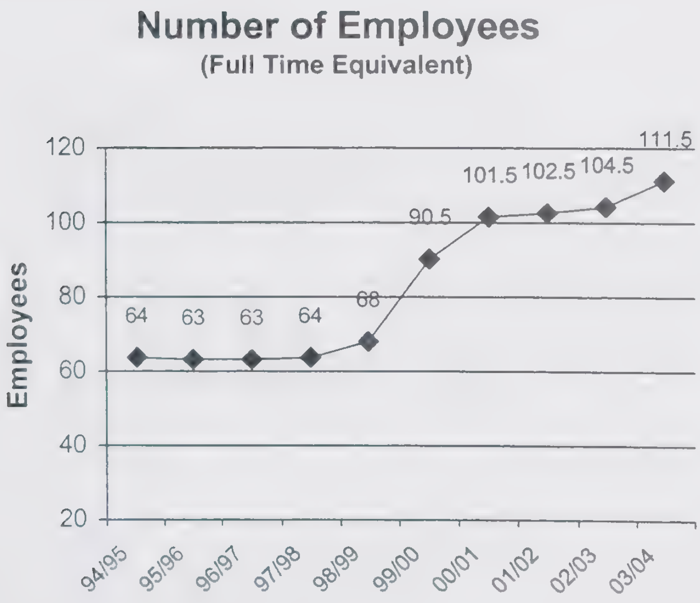
Why: To ensure compliance with State-mandated regulations, protect the consumer, and protect the merchants by ensuring fair competition.

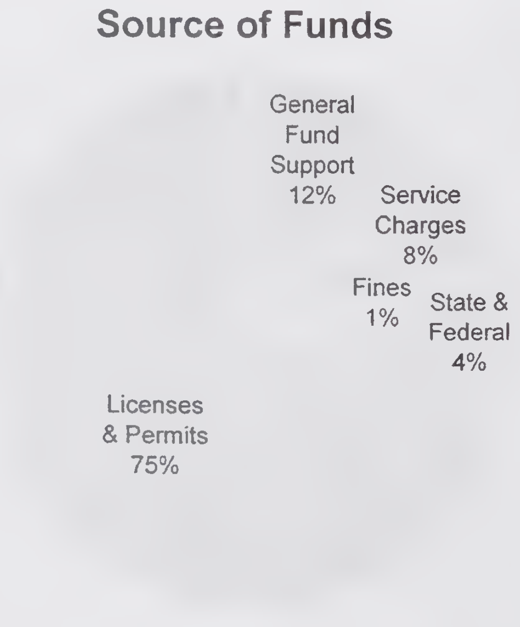
How are we doing? Currently, the statewide average is 96%. Out of 833 items tested so far for price verification in San Luis Obispo County during FY 2002/03, 98% were found in compliance, exceeding the statewide average by 2 percentage points.

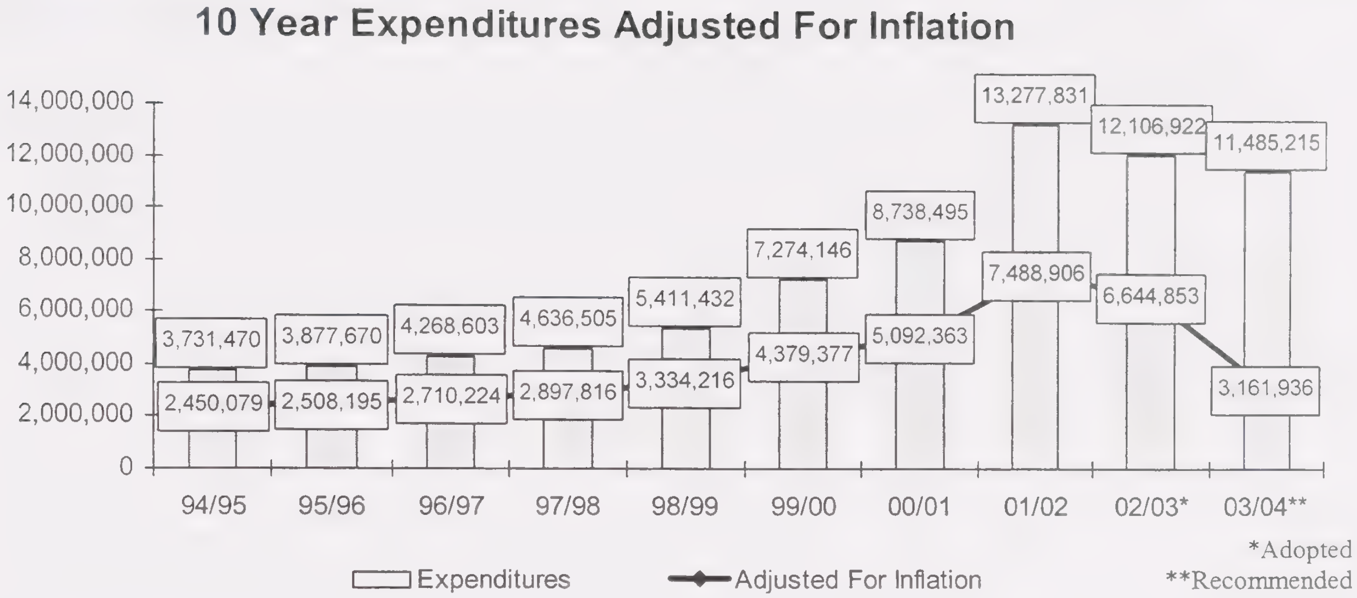
MISSION STATEMENT

Promoting the wise use of land / Helping to build great communities

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 6,832,595	$ 7,282,063	$ 8,380,110	$ 8,370,420	$ 8,370,420
Services and Supplies	2,752,971	3,403,012	3,142,720	3,026,795	3,026,795
Other Charges	619,768	987,257	50,000	50,000	50,000
Fixed Assets	29,154	20,807	54,000	38,000	38,000
**Gross Expenditures	$ 10,234,488	$ 11,693,139	$ 11,626,830	$ 11,485,215	$ 11,485,215
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 10,234,488	$ 11,693,139	$ 11,626,830	$ 11,485,215	$ 11,485,215
Revenues	7,012,000	8,004,674	7,377,837	7,301,837	7,301,837
General Fund Support (G.F.S.)	$ 3,222,488	$ 3,688,465	$ 4,248,993	$ 4,183,378	$ 4,183,378







SERVICE PROGRAMS

Coastal Zone Management

This program involves continuous efforts on the part of the Department staff to ensure the County's compliance with the California Coastal Act through the preparation, revision and implementation of the County's Local Coastal Plan. Staff in this particular program: (1) coordinate with Coastal Commission Staff all the activities associated with maintaining compliance with the Coastal Act; (2) facilitate public/private partnerships to acquire public access to beaches; and (3) apply for and administer Coastal Grants for the purpose of protecting the natural view and resources of the County's coastline.

Total Expenditures: $508,749 Total Staffing (FTE): 3.0

Code Enforcement

This program is essentially the *land use Law Enforcement* unit of the County. Staff in this unit investigates complaints associated with illegal businesses and buildings, trash, abandoned cars, land grading, and damages to the rivers, streams and creeks in the county. Investigation, prosecution, and the handling of enforcement fines are coordinated with Federal, State, and Local law enforcement units on an as-need basis. In addition to enforcement activities, this unit coordinates annual neighborhood clean-up programs and facilitates neighborhood preservation and enhancement programs throughout the county.

Total Expenditures: $738,438 Total Staffing (FTE): 9.0

Development Services

This unit is comprised of the Permit Center, Geographic Teams, Environmental Review, Building Plan Review and Building Inspection Sections of the Department. The primary purpose of this unit is to review and process land use and construction permits associated with any kind of development for compliance with County General Plan, Zoning, Environmental and Building Code regulations. This review can include, but is not limited to, individual homes, commercial or industrial businesses, residential subdivisions, development in the Coastal Zone, gravel and resource extraction, County initiated projects (roads, bridges, buildings, etc.), mitigation monitoring and minor and major grading. This unit also provides staff resources to all the unincorporated Community Advisory Councils at all council meetings. When residential or other types of building plans are submitted, the Building Plan Review section will conduct plan reviews and issue Building Permits. As construction progresses for either a new home, a remodel of an existing home, a new commercial or industrial building, Building Inspectors will conduct a series of inspections to ensure compliance with plans and Building Codes.

Total Expenditures: $7,064,036 Total Staffing (FTE): 71.25

Housing & Economic Development

This unit has a primary responsibility for implementing programs associated with promoting new business development and job creation in the County. Through the Federal Community Development Block Grant programs, this unit identifies and recommends to the Board of Supervisors the annual distribution of over $2.8 million dollars to be used by the five participating Cities in the County, and the County as an individual jurisdiction. In addition to economic development and the distribution of grant funds, this unit coordinates affordable housing efforts within the county through programs such as the Home Investment Partnership and the Emergency Shelter Grants, and the update of the Housing Element as required by State law.

Total Expenditures: $516,849 Total Staffing (FTE): 5.5

Long-Range Planning

This unit is primarily responsible for preparing land use plans – or "Community Plans" – for all the lands in the unincorporated areas of the County. Through coordinated meetings with Community Advisory Councils, staff in this unit compiles information and prepares plans that reflect the wants and needs of a particular community. Following completion of community plans, this unit actively pursues a variety of possible funding sources to assist communities in implementing their vision. Planning activities include lands inside and outside the Coastal Zone, including lands adjacent to the seven incorporated cities in the County. In preparation of these plans, this unit incorporates the latest mapping techniques, such as Geographic Information Systems (GIS), in order to coordinate long range planning and development activity with cities, school districts, the Local Agency Formation Commission (LAFCO), and special districts throughout the county. In addition, this unit is responsible for data collection, statistical analysis, preparing and submitting to the Board of Supervisors the Resource Management System Annual Report that is the basis for the Board setting the allowable residential growth rate for the following year in the unincorporated areas of the county.

Total Expenditures: $1,026,938 Total Staffing (FTE): 9.25

Operations

The administration of the Department budget and all personnel functions are handled by this unit. In addition to financial responsibilities, specific skilled staff are assigned to maintain all the official administrative records that pertain to the actions of the Planning Commission and several other boards and commissions, as well as extensive archival records for the Department. Other staff are assigned specific accounting and auditing duties to insure that funds are properly utilized throughout the fiscal year, including specific financial responsibility for administration of the Growth Management Ordinance and the Public Facility Fees programs. Other staff are involved in the review and control of all personnel files and activities including, but not limited to personnel evaluations, training schedules, and staff Individual Development Plans. Data processing support, training and maintenance is an important function associated with this unit to insure that training is consistent, and that all the data processing equipment is maintained and Internet/Intranet connections are secure. In addition, this unit – relying on staff who are Notary Public certified – provides crucial review of all loans and grant documents to insure accuracy, legitimacy, and authenticity.

Total Expenditures: $1,630,205 Total Staffing (FTE): 13.5

DEPARTMENT COMMENTS

Goals for FY 02/03 Budget and Examples of Results

Goal 1: Customer Service: A 14% increase in "next day" inspection service (over 22,000 inspection stops) was achieved, and a 20% increase in clients served at the Permit Center (over 25,000 interactions).

Goal 2: Processing Streamlining: A 50% reduction in hearing time for Lot Line Adjustments was achieved; the Growth Management System process streamlined; and land use regulations from three documents were consolidated into one document, for easier use by the public and staff.

Goal 3: Environmental Protection: With grants facilitated by the Department, 3,000 acres of coastal properties were purchased; and successful community clean-ups were completed in the north county area.

Goal 4: Plan Implementation: Community plans for El Pomar Area Plan update, San Miguel Design Plan, and Santa Margarita Design Plan were completed; main street improvement projects in Nipomo, Cambria, San Miguel, and Santa Margarita have all been started and are on schedule.

Major Focus for 03/04 - Transition to Excellence

New and improved service delivery from the Planning and Building Department will be provided in the coming months. The Department, after successfully completing an Organization Effectiveness (OE) exercise, identified specific areas to improve the overall efficiency and effectiveness of the department now as well as in the future. In order to maintain the momentum and focus on service delivery improvements, staff has identified this continuous effort as the "Transition to Excellence" program. This proactive approach, or *Transition*, will result in an improved service-oriented delivery system beneficial to the, day-to-day customers, the general public, advisory councils, the Board of Supervisors, as well as the department staff.

Last year (FY 02-03) the Department began the initial stages or *"perspectives"* through the Strategic Planning process of improving department service delivery. The Department identified: (A) Customer Service, (B) Process Streamlining, (C) Environmental Protection, and (D) Plan Implementation as key areas essential to the community at large. This Fiscal Year (03-04) the Department will continue with the same "perspectives" but with a refinement towards implementing the pragmatic *findings* from the OE exercise.

The FY 03-04 budget proposal will focus on specific strategies (from the OE exercise) to attain the efficiencies desired by the department. Those strategies will be: streamlining the permit processes (systems), improving communications, effective workload management, creating an exceptional work environment, providing adequate resources, and developing a system of follow through and compliance. These strategies will undergo a systematic implementation process over the next five years as part of the departments' Strategic Plan and Budget process. To continue along the strategies initiated last year, the following four areas will be given high priority in the 03/04 budget:

1. Customer Service/Communications - To provide our customers with more timely and complete information, we will be improving our Web site and producing an annual report. To improve staff efficiency in providing service, we will also be enhancing our internal communication systems. Other information sources, such as handouts, will be upgraded and enhanced with a focus on making information more readily available to the public, the Board, community advisory committees, and applicants.

2. Streamlining of Land Use and Environmental Processes - To reduce land use permit time frames and simplify land use regulations, in 03-04 we will reassign staff from some long range planning projects to work on land use streamlining. Because this will be accomplished by temporary reassignments, no additional staff or increase in General Fund support will be required. This will be the first of a multiple-year effort to make our "systems" work more efficiently and effectively.

3. Mitigation Monitoring - To ensure that development projects are completed without causing significant environmental impacts, we will enhance our mitigation monitoring program by providing more enforcement in the field. This will address criticisms by the Grand Jury and others that County environmental oversight has been lacking.

4. Response to Increased Workload - We propose to add staff, where covered by revenues, to perform increased workload and to complete special projects such as the Airport Land Use Plan update and the UNOCAL Guadalupe Oil Contamination Clean-Up project.

In addition, your Board has directed the Department to continue with the initial study of the New Towns project as a means to provide new housing. This budget proposes funding consultant services for a preliminary financing needs assessment.

Goals for FY 03/04 Budget and Examples of Results

Goal 1: Customer Service: Improved Customer Feedback process being developed; Automated voice access for permit tracking system to be developed; improved user friendly website for public information to be developed.

Goal 2: Processing Streamlining: New processing methods to reduce number of discretionary permit projects will be introduced; new simplified land use regulations being drafted for clarity.

Goal 3: Environmental Protection: Successful clean-up of 2 major oil contamination projects (Unocal Guadalupe & Chevron Estero Bay) scheduled for completion; New expanded mitigation monitoring program will be created to include tracking and enforcement.

Goal 4: Organizational Effectiveness: Implementation of Strategic Plan recommendations; Establish clear written performance standards for each position; Improve customer/staff satisfaction in department effectiveness (verify with new OHA).

SIGNIFICANT FEATURES OF FY 03/04 BUDGET - Budget Unit 2085

The 2% decrease in both expenditures and revenues is expected because the County's formula-based share of Community Development Block Grant (CDBG) and Home Investment Partnerships (HOME) is forecasted by HUD to drop by 2%. HUD's formulas for CDBG and HOME funds include demographics from the 2000 Census such as population, overcrowded housing, poverty etc. Also, the amount of these funds made available nationally by Congress is expected to decline slightly.

Goals for the FY 03/04 Budget and Examples of Results

Goal 1: Affordable Housing: Will complete construction of 97 apartments in Paso Robles and 53 apartments in San Luis Obispo. Will start construction of 46 homes in San Miguel and about 20 apartments in Avila Beach.

RECOMMENDED BUDGET AUGMENTATION REQUESTS AND RELATED RESULTS

Unit /Amount	Description	Results
Gross: $65,610 General Fund Support: $0	Two-Year Limited Term Plans Examiner II to assist the department in addressing an increasing workload. This excess workload has been accomplished with Temporary Help in the recent past.	• Improve customer service by reducing the average initial plan review time on new houses from 30 days to 20 days. • Comply with the County's revised Temporary Help policy.
Gross: $54,442 General Fund Support: $0	Two-Year Limited Term Departmental Automation Specialist (DAS) I to backfill for the permanent DAS position currently assigned full-time to the Tidemark project.	• Reduce lost staff time due to computer malfunctions by approximately 300 hours/year. • Improve customer service and staff efficiency by posting 70% of information requested on the Web site by the end of FY 2003/04, and 90% by the end of FY 2004/05. • Reduce customer phone calls and office visits made by customers by 10% in FY 2003/04, and 20% in FY 2004/05.
Gross: $79,320 General Fund Support: $0	Three-year Limited Term Environmental Resource Specialist position to staff the Guadalupe Beach oil contamination clean-up project. Unocal has requested dedicated staff to expedite this project and reduce further groundwater contamination that may result from delays and to hasten return of the aquifer to a viable use.	• Reduce the timeframe required for completion of the Environmental Impact from three years to two years. • Reduce the timeframe required to obtain approved land-use permits from four years to three years.
Gross: $92,787 General Fund Support: $0	Three-year Limited Term Senior Planner position to staff new major airport-related projects to comply with State law and Federal Aviation Administration (FAA) grant obligations. This position is funded from FAA grant money administered by the Department of General Services.	• To comply with current State regulations regarding Airport Land Use Plan updates. • Completion of updated Airport Plans will enable improvement projects to be completed at the San Luis Obispo and Oceano Airports benefiting travelers, airport tenants and local businesses that rely on airport travel.
Gross: $25,000 General Fund Support: $0	Film and broadcast County Planning Commission meetings on the County's cable TV channel	• Expand public access to Planning Commission meetings and provide information to interested parties that are unable to attend meetings. • Enrich community awareness of policies affecting communities.

Gross: $53,000 General Fund Support: $0	Consultant services to: • Improve dissemination about department services and achievements to clients and the community at large; and • Improve customer feedback tools for continuous quality improvement.	The quality of services provided to the public will enhanced by: • Improving the dissemination of information about projects of interest and general plan implementation • Informing the public of opportunities to access and participate in the planning process; and • Improving the client feedback mechanism so that meaningful improvements are made to the department's delivery of services.
Gross: $15,600 General Fund Support: $0	• Automated Scantron Inspection Results project to enable automated entry of inspection results into the Tidemark tracking system	• The quality of services provided to the clients will be enhanced by providing same-day inspection results and corrections via an automated phone system (versus contacting the inspector or traveling to the construction site). • Automated inspection results data entry into Tidemark will save approximately $40,000 in staff time (compared to data entry by hand.)

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Planning and Building Department budget reflects the outcome of the Organizational Effectiveness Cycle process and the resulting goals and strategies established by the department to improve overall effectiveness and service to their stakeholders and the general public. The Administrative Office supports the department's plan to focus resources in FY 2003/04 on streamlining and improving their systems and processes in order to improve their overall effectiveness. Such focus of resources should "pay off" with improved customer satisfaction, staff productivity and use of resources in future years.

Overall expenses are decreasing by 5%, or $632,707, compared to the FY 2002/03 adopted budget. However, a significant portion of this reduction is due to the fact that the Coastal Resource Grant program funding is not available. FY 2002/03 marks the last year in the five-year funding cycle for this grant program. This program provided the County more than $1 million in grant funds, a large portion of which were transferred to other agencies and no-profit organizations to complete coastal enhancement programs.

- Salaries and benefits are increasing by approximately $1.2 million, however less than half of this increase ($541,000) is due to prevailing wage adjustments and normal step increases. Additional factors influencing this increase include:
  - $231,000 in salaries and benefits for two Departmental Automation Specialists and one Systems Analyst that have transferred from the Information Technology (IT) department. These costs were previously reflected in Planning and Building's services and supplies accounts and were paid to IT for services received.
  - $273,000 in salary and benefits for the four new limited positions recommended (described in the table above), all of which are revenue offset.
  - $121,000 in temporary help, including Plans Examiners (until the new position is hired), college interns, and a GIS position to assist if workload continues to increase now that the parcel maps have been developed.
- The services and supplies accounts are decreasing by more than $884,000 primarily due to
  - a $482,400 decrease in their Professional and Special Services account reflecting a reduction in consultant costs for Coastal Resource grant projects, and the completion of the Periodic Review for the Coastal Commission in FY 2002/03; and
  - a decrease of $314,922 in the countywide overhead charged to the department.

The portion of the budget funded by the General Fund is also decreasing, by approximately 1% or $76,615.

Revenues are projected to decrease 7% overall compared to the FY 2002/03 adopted budget, primarily due the reduction in State Coastal Resource grant funding. Revenues generated from fees for permits and other development-related fees are expected to increase by approximately $635,000 or 10% overall. In December 2002, increases in the fees charged for processing permits were approved by your Board. This allows the department to recover approximately 100% of its costs for permit processing. The department assumed that the level of permit application activity will remain stables at or slightly below FY 2002/03 levels.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Conserve natural resources to promote a healthy environment.

Communitywide Result Link: A Livable Community; a Well-governed Community

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03/04 Target
Percentage of environmental protection determinations processed without appeals and approved by hearing bodies.	99%	98%	99%	98%	98%	98%

What: Any member of the public can appeal a proposed environmental determination when they feel that environmental issues have not been adequately addressed. The number of appeals is a reflection of community satisfaction with the County environmental determinations and is an accurate measure of consistency, completeness and accuracy. Environmental determinations that provide complete and accurate information assist decision-makers in making well-informed decisions.

Why: We address public concerns by producing consistent, complete and accurate environmental determinations. This results in environmental protection (e.g. trees, water quality and wildlife) and decision-makers are able to make more informed decisions.

How are we doing? From July through December 2002, 308 environmental determinations were processed and one of those was appealed. All determinations that required approval by a hearing body were approved.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03/04 Target
Acres of land protected and average annual tax relief provided to land owners adding their properties to the agricultural preserve program.	807,052 acres protected/ $5,251 avg annual tax relief per property	810,894 acres projected/ $5,418 avg annual tax relief per property	814,229 acres projected/ $5,495 avg annual tax relief per property	819,295 acres protected/ $5,572 avg annual tax relief per property	818,222 acres projected/ $4,408 avg annual tax relief per property	823,243 acres projected/ $5,297 avg annual tax relief per property

What: In return for maintaining their land in agricultural and open space uses, landowners receive lower property tax assessments.

Why: To strengthen the county's agricultural economy and help preserve agricultural and natural resource, consistent with County policy.

How are we doing? The 02/03 target of 819,295 total acres protected and $5,572 of average annual tax relief will not be met by 1,073 acres and $1,164 respectively for property added to the program. This is because less acreage than the prior average was admitted into the program, with lower land and agricultural production values. 5,021 more acres are expected to be added to the agricultural preserve program in 2003/04, which represents the average annual net gain between 1980 and 2002. The average tax relief reflecting properties added to the agricultural preserve program in 2003/2004 is expected to be $5,297, which represents the average annual reduction per property between 1993 and 2002 plus the amount of the average decrease from 2001 to 2002.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03/04 Target
Percentage of cases where prosecution is sought, and/or civil fines levied for illegal grading in Sensitive Resource Areas and in situations involving irreparable environmental damage.	Revised Measure	Revised Measure	100%	100%	100%	100%

What: Swift prosecution and civil penalties for environmental crimes will act as a deterrent

Why: Once natural resources have been destroyed, they are gone forever, so the penalties for crimes involving "high value" resources should be substantial and equally applied. We anticipate that the higher the percent of cases prosecuted, fined and publicized, the greater the deterrence for new environmental crimes.

How are we doing? This measure replaces a performance measure proposed in 01/02 to track the reduction in environmental damage by tracking the amount of illegal grading in acres graded. We have currently successfully prosecuted all 12 grading cases in Sensitive Resource Areas; however, we have not noticed a decline in the number of cases of this type. We attribute this to the fact that low fines imposed by the courts are not acting as a strong enough deterrent. In FY03/04 we will be emphasizing the use of administrative fines, as approved by the County Board of Supervisors as an additional tool to levy penalties and provide a greater deterrent to illegal grading in these situations.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03/04 Target
Revenue generated from the State, Federal and private grants to promote natural resource conservation.	$819,000	$1,100,000	$1,100,000	$1,100,000	$1,100,000	$292,500

What: The amount of financial assistance provided to the County and our conservation partners to protect natural resources.

Why: Bringing in outside dollars enhances the County's ability to protect our natural resources through land acquisition and habitat protection projects.

How are we doing? The Department will continue to seek and administer cumulative multi-year grant awards totaling over $3.8 million dollars to fund local projects such as contributing to the purchase of the East West Ranch in Cambria, funding of a salmon enhancement fishery program, construction of County beach access improvements and funding the elephant seal docent program. However, past funding sources are no longer available and the state has temporarily suspended the Coastal Resource Grant Program with no additional funding expected next year.

Department Goal: Prepare and implement the County General Plan that is responsive to local needs.

Communitywide Result Link: A Well-governed Community; A Livable Community.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03/04 Target
Percentage of survey responses from members of the community and advisory groups which rate the community plan as "Above Average" or better in achieving their goals as represented by the adopted plan.	90%	92%	92%	92%	To be determined	Measure to be eliminated

What: Community plans are prepared to guide land use and development for the unincorporated areas of the county to reflect community values.

Why: To ensure that the community plans are designed to express the community's vision for the future.

How are we doing? Surveys to determine the 02-03 adopted result are in the process of being conducted. However, this performance measure is being deleted for 03-04 as a separate item because the data pool has proven to be insufficient. It will instead be incorporated into a more comprehensive department-conducted survey proposed for funding in 03-04.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03/04 Target
Number of community design plans completed.	New Measure	Revised Measure	3	3	3	Deferred

What: This measures the number of completed community design plans prepared in response to programs listed in the Land Use Element, other General Plan documents, and other community requests.

Why: To provide architectural, site planning and streetscape design guidance for new developments in certain commercial areas in communities and to provide a basis for obtaining grant funding for improvements.

How are we doing? Specific plans or community design plans were adopted for Oceano, Santa Margarita and Cambria in FY 01/02 that will be the basis for future construction of public improvements. We projected and expect to complete three design plans for San Miguel, Cayucos and the West Tefft Corridor in Nipomo in FY 02/03. We identified and proposed three implementation programs for 02-03 (Santa Margarita, Oceano, and Cambria) but these were not funded in the 02/03 budget. We will be deferring work on community improvement programs for one year as a result of the Organizational Effectiveness evaluation to allow the department to focus on department wide system efficiencies. Future community design plans may include Templeton for a streetscape plan, Shandon and Los Osos both for their central business districts. (This performance measure has been slightly modified for clarity)

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03/04 Target
Number of grants secured for community enhancement or streetscape improvements identified as part of a community design plan.	New Measure	Revised Measure	2	3	0	Deferred

What: This measures the number of grants secured to supplement local matching funds (where required) to help pay for community improvements, such as sidewalks, landscaping, lighting, street furniture, and traffic calming measures like bulb-outs.

Why: To secure funding to implement community design plans and to make our communities look better.

How are we doing? Grants in the amount of $581,000 and $130,000 were awarded in FY 01-02 for design plans and streetscape improvements in Nipomo and Santa Margarita respectively. The work to complete these is underway. Grant requests applied for during 02-03 were not successful; however, we will continue to seek grant-funding opportunities as they become available. To increase the chances of future grant success, we have initiated work that will be necessary on the San Miguel Design Plan improvements and the Cambria streetscape improvements for streetlight and landscaping planning. We proposed to defer work on community enhancement and design plans for approximately one year as a result of the Organization Effectiveness study for the department – to allow us to concentrate on system efficiencies. Due to the state's financial crisis, it is not likely that grant funding for anything other than repair and maintenance will be fundable earlier than FY 04-05.

8. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	¾ Target
Percentage of area plans completed on time.	New Measure	Revised Measure	66%	90%	75%	90%

What: This measures the percentage of area plans completed within the time frames set in the work program approved by the Board of Supervisors. Each area plan has multiple components with key milestones and a schedule that is then evaluated in the performance measure.

Why: Timely completion of area plans will ensure that they are relevant to the community's vision and respond to local needs and issues.

How are we doing? The El Pomar-Estrella Area Plan Update is on schedule and a "public hearing draft plan" and draft environmental impact report have been released in FY 02-03. A public review draft plan for the Estero Area Plan Update has also been released in FY 02-03 on schedule. Preliminary data collection has occurred for the North Coast Area Plan Update and further work will be subject to Board of Supervisor direction. (This performance measure has been slightly modified for clarity.)

9. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03/04 Target
Percentage of citizens that indicate they are satisfied with the services provided by the Planning and Building Department.*	New Measure	New Measure		Data available summer 2002.	N/A	Deferred

What: The Administrative Office plans to carry out a biannual citizen satisfaction survey, the first of which will take place in the summer of 2002. The survey tool will include specific questions designed to solicit information from the public relative to their satisfaction with county services.

*Survey questions may change as the survey tool has yet to b developed.

Why: The information gained from the survey will be used to improve services provided to the public.

How are we doing? The Administrative Office has not yet done the Citizen's satisfaction survey as planned and therefore the data has not been collected. This survey will be conducted in the spring of 2003 and the results will be available for the Final Budget.

Department Goal: Protect public health and safety by effectively administering development regulations and fostering neighborhood preservation.

Communitywide Result Link: A Safe Community; A Livable Community

10. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03/04 Target
Percentage of permits applications reviewed within established time lines for representative project types. Building Permits		Revised Measure				
Single family dwelling permits: Goal: 20 days to complete plan check.	15%		20%	90%	40%	80%
Over-the-counter permits: Goal: issued same day as applied for.	90%		90%	100%	95%	100%
Land Use Permits/Subdivisions						
Initial review of applications completed: Goal: within 30 days	90%		90%	97%	95%	97%
Land Use/Subdivision applications processed: Goal: Categorical Exemptions (CE)/General Rule (GRE)-60 days Goal: Negative Declaration-180 days	80%		71%	85%	85%	85%
Categorical Exemption: Goal: issued within 10 days of project acceptance	80%		69%	85%	85%	85%

What: Timely review of applications for development projects and subdivision of property

Why: To provide timely, quality service that saves applicants time and money, adds value to tax rolls and local economy, and meets local and state laws.

How are we doing? Building Permits-When we established 20 days as the goal for initial review of single-family dwellings, our average time was about 40 days. This was reduced briefly to about 20 days in FY 01-02 through process re-engineering but is now about 30 days. We have been unable to consistently meet our goal for two primary reasons. First, a plans examiner was reassigned to the Tidemark computer implementation project, which will continue well into the 03-04 fiscal year. Second, we have used temporary staff extensively to review plans, but we can no longer find enough temporary staff to perform the work that exceeds the capacity of our permanent staff. However, when Tidemark implementation is completed we will regain the use of a plans examiner. Furthermore, we have proposed adding a plans examiner in the 03-04 budget to perform most of the work now done by temporary staff. The combination of these two actions should allow us to consistently meet the 20 days goal by the middle of FY 03-04. Estimated review times for other counties surveyed in 01-02 were about 20 days in Santa Barbara, 14 days in Placer and 10 days in Kern.

Regarding “over the counter” permits, we continue to issue at least 25% of all building permits the same day that they are applied for.

Land Use Permits –The number of land use and subdivision applications processed annually has increased from 231 to 491. The average processing times to take projects for action increased from 44.5 to 76 days and remained at 150 days for projects that require Negative Declarations. The Department is continuing a re-engineering on the various processes and expects that this will allow us to improve on several of the land use permit time frames. Also staffing vacancies filled in recent months are expected to result in shortened processing time frames.

11. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03/04 Target
Average staff hours to complete projects	New Measure	New Measure	New Measure	New Measure	New Measure	
A.) Application completeness review						6
B.) Substandard Housing violation						6

What: This measure will provide a measure of the efficiency in processing of the initial steps in reviewing applications for land use/subdivision permits and for resolving substandard housing violations.

Why: To ensure that application reviews and housing violations reviews and inspections are handled efficiently and to be able to track improvements in efficiency following streamlining efforts.

How are we doing? We have staff estimates of "typical" times involved in processing applications review and substandard housing review and inspections. We do not currently have a means of easily tracking the "actual" application review processing times. We have begun a time-in-motion study that will allow us to track staff time for each substandard housing case. The use of improved time card recording/Tidemark system tracking capabilities will allow the department to better track and account for actual results. In addition, as a part of the departments Organizational Effectiveness study, the department will be undertaking review of the processes to identify opportunities to improve processing efficiencies. Additional efficiency measures will be identified a performance measures in the 04-05 budget.

12. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03/04 Target
Percentage of project decisions that are not appealed.	New Measure	Revised Measure	95%	95%	97%	95%

What: Demonstrates that projects are achieving the goals and vision of the community and client, in conformance with the adopted County General Plan.

Why: Enables the growth of the community though implementation of the goals, policies and objectives of the adopted County General Plan.

How are we doing? To date, 97% of the projects are not being appealed, exceeding the 02/03 adopted result by 2%. We have received only 11 appeals to date, if that trend continues, we will exceed our adopted goal of 95%.

13. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03/04 Target
Percent of inspection evaluations resulting in a rating of "excellent" for compliance with applicable codes, regulations, and ordinances on construction projects.	New Measure	90%	83%	90%	87%	90%

What: Follow-up evaluations of construction projects are conducted after key inspections to rate the quality of inspections by County Building Inspectors, and to provide feedback to inspectors that fosters continuous improvement in the inspection process.

Why: To enhance public health and safety by ensuring that buildings comply with development regulations, and to minimize the financial impact on owners and builders by ensuring that inspection services are timely, accurate, and consistent.

How are we doing? The rating of a few inspections as less than excellent resulted from minor code violations that were missed. The evaluation results were used as the basis for both individual and group training on code and ordinance topics in which improvement was needed.

14. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03/04 Target
Average number of inspection stops to be completed by each inspector per eight-hour workday. (Note: one inspection stop" consists of one to four inspections.)	New Measure	New Measure	10	10	10	10

What: Inspectors should perform at least ten inspections stops per inspector per eight-hour day while providing permit-holders with timely, accurate and responsive inspection services.

Why: To ensure that owners and builders get excellent value in the inspection services they pay for with permit fees, while maintaining a quality level which ensures that buildings are built safely and with minimal financial impact on owners and builders.

How are we doing? With an average of 10 inspection stops and ninety miles of driving per day, the building inspectors are meeting their efficiency goal. This allows us to complete the 22,000 inspection stops requested annually by our customers on a "next-day" basis, which in turn provides them with a high level of reliability and thus helps them to effectively manage their projects. This efficiency level is comparable to other counties in number of inspection stops per day: 7-12 for Santa Barbara, 10-12 for Placer and 10 for Kern. (Note: A lesser number of stops are performed when inspectors are assigned other work such as investigation of building code violations.)

15. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03/04 Target
Percentage of Code Enforcement Cases opened proactively in communities with active Neighborhood Preservation (NP) Programs.	54%	Revised Measure	62%	65%	65%	65%

What: Proactive enforcement is an indicator of the effectiveness of an NP Program. It shows whether there is community acceptance of this type of enforcement and the willingness to participate in the program as a whole.

Why: Proactive enforcement allows for quicker identification and resolution of neighborhood nuisances. However, unless a full NP Program is operating effectively, communities will not accept this type of enforcement. Instead of relying only on citizen-filed complaints, staff initiating cases in program communities will bring about a goal of NP, lowering the tolerance for code violations, while promoting the overall goal of clean, safe neighborhoods.

How are we doing? We are meeting our goals. Following community clean-ups in Shandon, San Miguel, Oceano, Nipomo and Los Osos (NP communities), 65% of our enforcement cases have become staff initiated rather than being complaint-driven. Our public outreach /education programs are also well received, and this FY we are manning an information kiosk at all area farmers markets. In FY 03-04 we will begin education outreach to real estate professionals that will provide them with information on code compliance issues so they can help expand awareness of the Neighborhood Preservation program.

Department Goal: Promote economic development and affordable housing opportunities countywide pursuant to the Economic and Housing Elements of the County General Plan.

Communitywide Result Link: A Prosperous Community; A Livable Community

16. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03/04 Target
Number of new affordable housing units sold or rented to low-income families.	67 housing units	40 housing units	54 housing units	50 housing units	19 housing units	129 housing units

What: Allocated state and federal funds and local funds to maximize the number of affordable housing units provided for low-income families.

Why: Affordable housing enhances the health of families and improves the stability of communities and the local workforce.

How are we doing? We will not meet our goal for FY 02/03, as several new housing projects are pending, but will not be completed until FY 04-05. We still expect to achieve an annual average greater than 50 units over the next three years. However, the creation of 50 new housing units meets only 12% of annual affordable housing need stated in the Housing Element. The Housing Affordability Index indicates only 13% of residents can afford to buy a house, and there is only a 2% vacancy rate in available rental units.

17. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03/04 Target
Grant funds spent each year from state, federal, and local sources for programs supporting affordable housing and economic development.	$3 million	$4 million	$4.5 million	$4 million	$3.5 million	$5.5 million

What: Revenue generated from grant programs

Why: Bringing outside funds into the county makes locally needed programs less dependent on local funding and they stimulate the economy.

How are we doing? Over $4 million in federal and state funds are approved for use by the County in 2002/2003, and implementation of the programs these funds support is proceeding somewhat behind schedule, including design and construction of a community center in Oceano, construction of affordable housing in Paso Robles (97 units) and San Luis Obispo (32 units). The target for FY 03-04 is higher than in previous years because a few major projects will commence construction in FY 03-04, resulting in accelerated expenditure of grant funds. The higher expenditure level will also enable the County to comply with HUD's requirements regarding how fast grant funds are spent.

MISSION STATEMENT

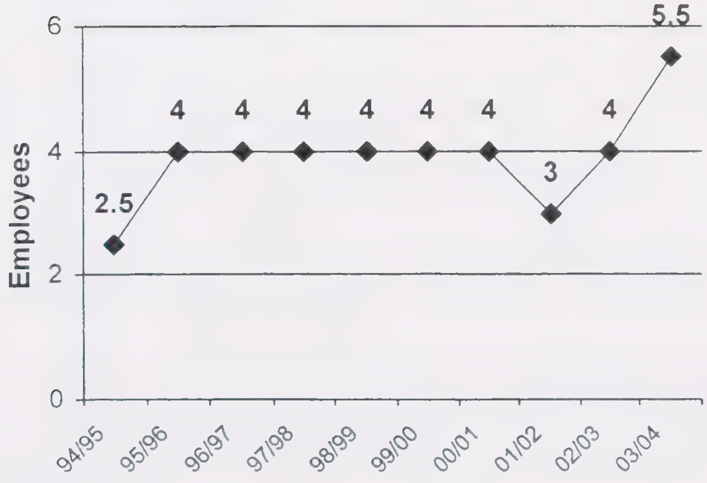
The mission of this Department is to “make a difference” in the quality of life for San Luis Obispo County through programs to provide affordable housing opportunities and public improvements to benefit the communities that we serve.

PURPOSE STATEMENT

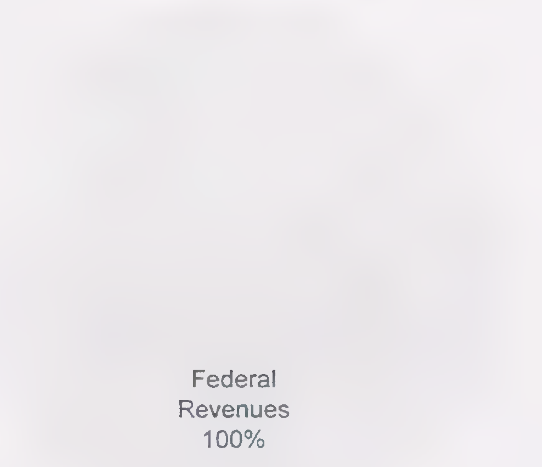
The purpose of this budget unit is to account for County housing, economic development, public facilities, and public services programs funded by the federal Community Development Block Grant (CDBG) funds, HOME Investment Partnerships Act (HOME) funds, Emergency Shelter Grant (ESG) funds and Supportive Housing Program (SHP) funds. The goal of this program is to promote a healthy, stable economy and a full range of housing opportunities for all residents of San Luis Obispo County.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	1,962,767	356,550	0	330,000	330,000
Other Charges	2,800,620	5,019,237	4,158,894	3,863,401	3,863,401
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 4,763,387	$ 5,375,787	$ 4,158,894	$ 4,193,401	$ 4,193,401
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 18
New Reserves	0	0	0	0	0
Total Financing Requirements	$ 4,763,387	$ 5,375,787	$ 4,158,894	$ 4,193,401	$ 4,193,419
Revenues	$ 4,817,344	$ 5,321,850	$ 4,158,894	$ 4,193,401	$ 4,193,401
Fund Balance Available	0	28,956	0	0	18
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	$ 4,817,344	$ 5,350,806	$ 4,158,894	$ 4,193,401	$ 4,193,419

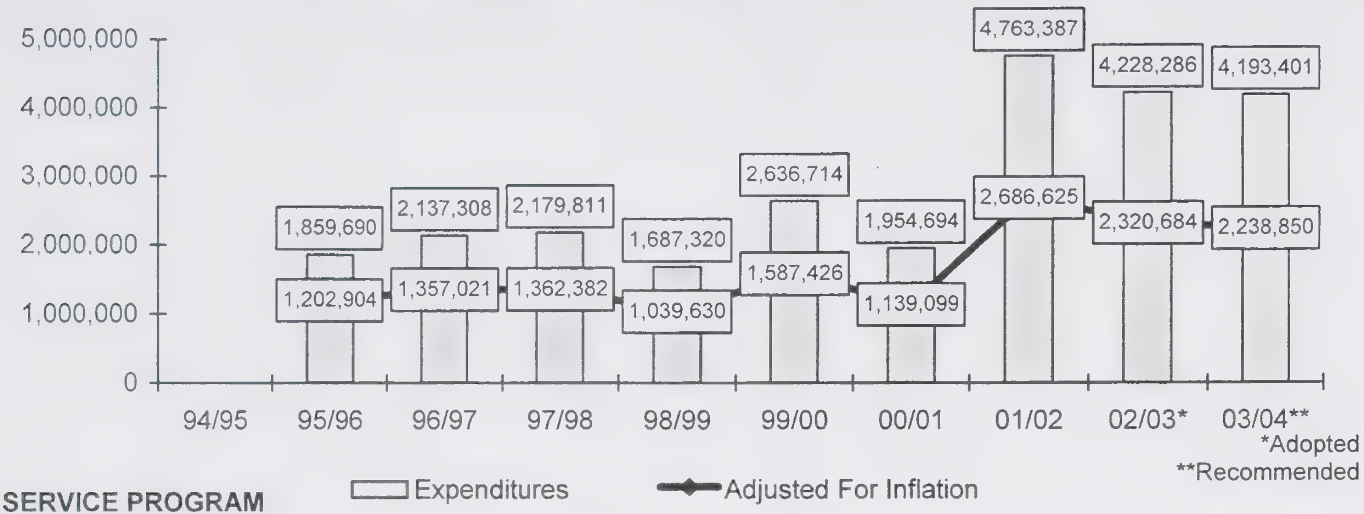
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAM

Note: Staffing for these programs is provided within budget unit 2800, the Planning and Building Department.

Federal Department of Housing and Urban Development (HUD) Funded Community Development Block Grants (CDBG)

Provides funding for a variety of community development activities provided they 1) benefit low and moderate income persons, 2) aid in the prevention of slums or blight, or 3) meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community and other financial resources are not available to meet such needs.

Total Expenditures: $2,585,000 Total Staffing (FTE): 3.50

Home Investment Partnership Act (HOME) Funds

Provides for a variety of affordable housing opportunities for low income persons such as mortgage and rent assistance.

Total Expenditures: $1,514,401 Total Staffing (FTE): 1.50

Federal Emergency Shelter Grants (ESG)

Provides funding for operations of one or more shelters, homeless day center, and domestic violence shelters.

Total Expenditures: $94,000 Total Staffing (FTE): .50

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Recommended funding for the Community Development Program reflects full accounting of funds received and transferred to participating cities, in compliance with the General Accounting Standards Board rules. Participating cities include: Arroyo Grande, Atascadero, Grover Beach, Paso Robles, and San Luis Obispo.

Overall funding and expenses have decreased slightly by approximately $70,000 compared to the FY 2002/03 adopted budget. Key information to note in this budget includes:

- $1,632,865 will be granted to participating cities listed above, using a formula developed by the Federal Housing and Urban Development Department.
- A total of $2,230,536 in grants will be distributed to various agencies in the county who manage the projects under this program.
- A total of $330,000 will be allocated to BU 2800 to support staff costs associated with managing this program. This represents an increase of approximately $71,000 as compared to FY 2002/03, and will be used to strengthen program oversight and work on the housing element update.
- Staffing costs are accounted for in the Planning and Building Department Budget Unit 2800.

BOARD ADOPTED CHANGES

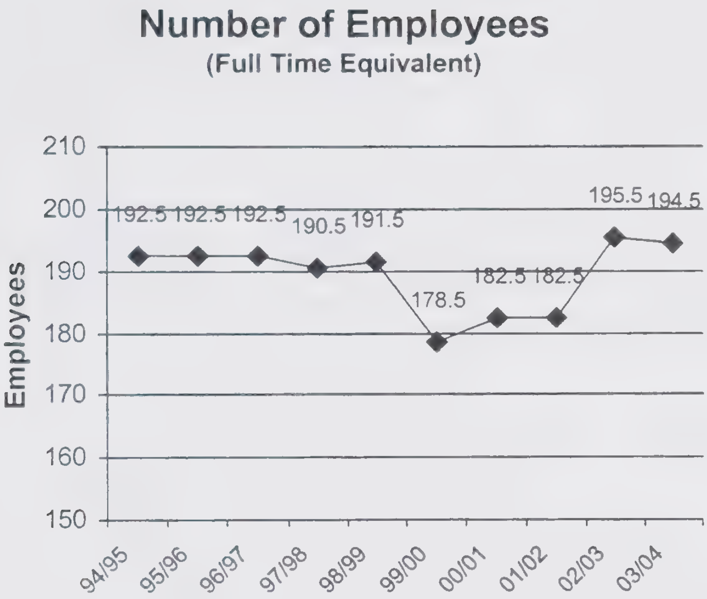
None.

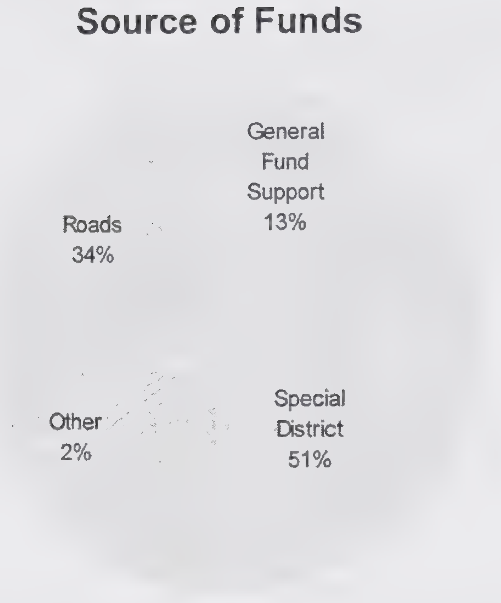
MISSION STATEMENT

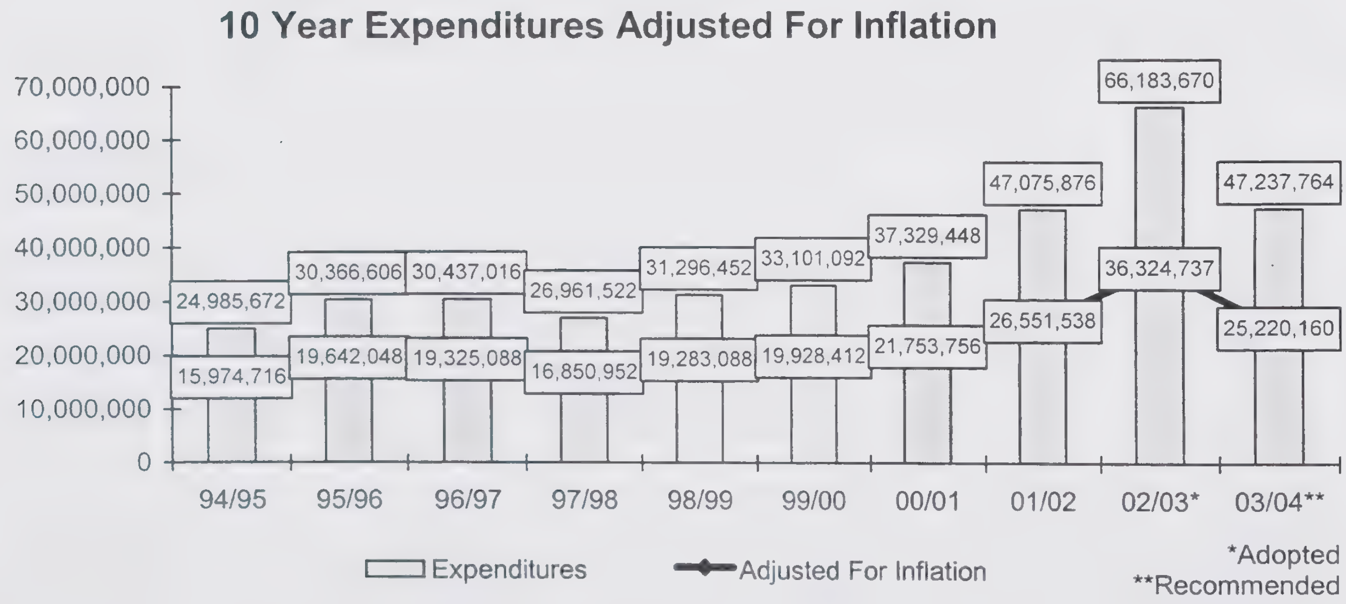
Provide public facilities and services that ensure the health and safety and enhance the quality of life for the community public.

SCHEDULE 10

OPERATING DETAIL (1)	ACTUAL 2001-02 (2)	ACTUAL 2002-03 (3)	RECOMMENDED ESTIMATES 2003-04 (4)	ADOPTED ESTIMATES 2003-04 (5)
REVENUES:				
OPERATING REVENUES				
Special District	25,448,815	30,907,662	24,215,899	29,663,120
Roads	18,584,487	18,958,999	15,969,610	18,492,777
General Fund Contribution	1,965,110	2,161,001	6,189,387	6,189,387
Other	0	0	862,868	862,868
Other Operating Revenue	0	0	0	0
TOTAL OPERATING REVENUES	45,998,412	52,027,662	47,237,764	55,208,152
NONOPERATING REVENUES				
Interest	259,106	125,374	170,000	170,000
Gain on Sale of Asset	88,101	60,165	0	0
Other	0	52,898	0	0
TOTAL NONOPERATING REVENUES	347,207	238,437	170,000	170,000
TOTAL REVENUES	46,345,619	52,266,099	47,407,764	55,378,152
EXPENSES:				
OPERATING EXPENSES				
Salaries and Benefits	11,825,677	13,514,680	14,153,215	14,153,215
Services and Supplies	33,050,038	37,003,100	30,806,343	38,776,731
Insurance Benefit Payment	218,190	97,981	253,647	253,647
Depreciation	594,909	622,264	650,123	650,123
Countywide Overhead Allocation	1,262,889	1,248,285	1,245,296	1,245,296
Fixed Assets of Special Districts	124,173	179,085	129,140	129,140
TOTAL OPERATING EXPENSES	47,075,876	52,665,395	47,237,764	55,208,152
NONOPERATING EXPENSES				
Loss on Sale of Assets	0	0	0	0
Other	0	0	0	0
TOTAL NONOPERATING EXPENSES	0	0	0	0
TOTAL EXPENSES	47,075,876	52,665,395	47,237,764	55,208,152
NET INCOME (LOSS)	(730,257)	(399,296)	170,000	170,000
OTHER FINANCING SOURCES (USES):				
Contributions in (Out)	0	0	0	0
	0	0	0	0
FIXED ASSET EXPENDITURES				
Equipment	1,033,392	1,200,055	426,000	426,000
TOTAL FIXED ASSET EXPENDITURES	1,033,392	1,200,055	426,000	426,000


Number of Employees
(Full Time Equivalent)
Employees
210
200
190
180
170
160
150
192.5
192.5
192.5
190.5
191.5
178.5
182.5
182.5
195.5
194.5
94/95
95/96
96/97
97/98
98/99
99/00
00/01
01/02
02/03
03/04


Source of Funds
General Fund Support 13%
Roads 34%
Other 2%
Special District 51%


10 Year Expenditures Adjusted For Inflation
70,000,000
60,000,000
50,000,000
40,000,000
30,000,000
20,000,000
10,000,000
0
24,985,672
15,974,716
30,366,606
19,642,048
30,437,016
19,325,088
26,961,522
16,850,952
31,296,452
19,283,088
33,101,092
19,928,412
37,329,448
21,753,756
47,075,876
26,551,538
66,183,670
36,324,737
47,237,764
25,220,160
94/95
95/96
96/97
97/98
98/99
99/00
00/01
01/02
02/03*
03/04**
Expenditures
Adjusted For Inflation
*Adopted
**Recommended

SERVICE PROGRAMS

Development Services

To provide needed services to the public and to other county offices as mandated by state law, and as required for the orderly development of capital improvements within the county.

Total Expenditures: $1,185,983 Total Staffing (FTE): 10.26

Operations Center - Water and Sewer

To provide water and sewer service to various county departments and other governmental agencies in and around the Kansas Avenue area.

Total Expenditures: $704,692 Total Staffing (FTE): .47

Roads

To administer roads programs in compliance with the Streets and Highways Code, the Motor Vehicle Code and County Ordinances, and to keep in good and safe repair the county's roads, culverts, bridges and traffic signs. Also, to increase traffic safety and control right-of-way encroachments.

Total Expenditures: $20,269,610 Total Staffing (FTE): 100.0

Services to Special Districts

To provide fiscal, legal and engineering support to districts in the formation process; to perform general utility district planning, assessment apportionments, special studies and projects as directed by the Board of Supervisors; to acquire supplemental road-purpose equipment which is not fundable through Internal Service Fund financing methods; to provide administration of the County's cooperative road improvement program; to provide cable TV regulation and access activities; and to provide gas and electric franchise administration.

Total Expenditures: $316,008 Total Staffing (FTE): 2.29

Special Districts

Operations, maintenance, capital projects and debt service of all public works related Board-governed special districts in the county.

Total Expenditures: $24,151,338 Total Staffing (FTE): 77.20

Waste Management Programs

To perform the administration and implementation of certain unincorporated area solid waste management activities, including compliance with state mandates such as the Integrated Waste Management Plan, post-closure compliance orders regarding the Los Osos landfill, and Board of Supervisors policies regarding County solid waste issues.

Total Expenditures: $545,572 Total Staffing (FTE): 3.8

Work for Outside Departments

To provide water and sewer system maintenance at the San Luis Obispo County Airport for the Department of General Services; and provide various other engineering services to other county departments and governmental agencies.

Total Expenditures: $64,561 Total Staffing (FTE): .48

DEPARTMENT COMMENTS

The Public Works Internal Service Fund includes all the Department's labor, equipment, material, and contract services that are incurred on behalf of the Service Delivery budgets managed by Public works. In addition, it includes services that are provided to other Department, agencies, organizations and private individuals on a cost-reimbursement basis. The following are the Service Delivery Budgets managed by the Department:

- Roads (Budget Unit 2920)
- Road Impact Fees (Budget Unit 2141)
- Public Works Special Services (Budget Unit 2245) which is the consolidation of the following three prior budgets:
    - Operations Center (Budget Unit 2179)
    - Development Services (Budget Unit 2240)
    - Services to Special Districts (Budget Unit 2290)
- Waste Management (Budget Unit 2945)
- Special Districts, including the San Luis Obispo County Flood Control and Water Conservation District

During Fiscal Year 2002-03, some of the Department's major undertakings have included the implementation of new capital projects management strategies to improve the timeliness and cost effectiveness of project implementation. The creation of an Environmental Division within the Department to facilitate our efforts in obtaining permits from Environmental Resource Agencies is one of the cornerstones to the new strategies. Revamping the role of the Design Division, enhancing preliminary project review, and improving overall departmental coordination are other key related initiatives. FY 2002-03 was approved by your Board as the "transition year" with new performance measurements commencing in 2003-04. Improvements within the Department are already clear, and while FY 2003-04 goals are not yet our ideal goals, we believe that we are on track to meet those ideal goals in FY 2004-05 – consistent with the original plan.

In addition to Capital Project management efforts, the Department has also worked this year with the Department of General Services and the Administrative Office to consolidate the County's two vehicle maintenance garages. The Department is encouraged that the consolidation with General Services, with the new single garage to be managed by General Services, will provide Public Works with costs savings. Since Public Works will no longer be performing garage maintenance activities, the consolidation will also provide us the opportunity for our Equipment Manager to enhance our management of equipment – including improved utilization and identification of changing equipment needs.

FY 2002-03 has also brought some challenges. The Governor's proposed State Budget cuts would have their impact, including reduced funding available for maintenance and important Road and Bridge projects. Since State funding has always been a relatively small portion of the Department's budget, those impacts will have a greater impact on specific projects, and on some Roads maintenance activities, but relatively less impact on overall Department activities. Even then, the County's policies on Road impact fees, which have existed for over a decade, minimize the impact of State cuts since San Luis Obispo County has taken steps in the past to be relatively self reliant. The Department continues to have a multi-year outlook on funding and services, and will continue to make program recommendations based on funding, so that services are provided as consistently as possible.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

As an internal services fund (ISF), this budget reflects appropriation amounts included in other budget units for Public works services. Charges for services, as well as General Fund contributions, represent sources of revenue for the ISF.

Recommended appropriations for those budgets, along with summaries of each program that purchases services from the ISF, are indicated in the Service Program Summary.

The recommended ISF budget reflects the addition of two Engineer positions for the Development Services program. This augmentation is described in BU 2245 – Public Works Special Services where the program results expected from adding these two positions are also described. The Position Allocation List (PAL) has also changed to reflect the consolidation of the Public Works garage operation with the Department of General Services garage, approved by your Board in February 2003. Three Equipment Mechanics and one Equipment Service Worker were transferred from the BU 2900 PAL to the Department of General Services PAL. In addition, two positions were eliminated: one Equipment Service Worker and one Storekeeper position. Finally, the department will be adding one Limited Term Administrative Services Officer (ASO) to back fill for an ASO that will be assigned to the team working on the enterprise financial system (EFS) project. This Limited Term position will be funded out of the EFS fund, managed by the Auditor's Office.

Overall expenses for the Public Works ISF have decreased by almost $19 million compared to the FY 2002/03 budget. A large component of the $19 million decrease in expenditures is a result of the completion of the seismic retrofit of the Lopez Dam. Close to $17 million was budgeted in FY 2002/03 for the completion of the project. The portion of the budget funded with General Fund money has increased by approximately $98,000 to account for the new National Pollution Discharge Elimination System (NPDES) federal mandate and to partially cover the costs of the two Development Services Engineer positions. Approximately 70% percent, or $4.3 million, of the General Fund support will be shown in the Roads budget (BU 2920) as revenue. The balance will be spread between the Public Works Special Services and Waste Management budgets.

BOARD ADOPTED CHANGES

The revised Schedule 10 and major projects listing submitted in the Supplemental Document to the Proposed Budget was adopted by the Board. Several projects were added to the list, and the estimated construction costs for some projects were revised to reflect bids recently received. This results in an increase in new funding for capital projects from approximately $27.7 million to almost $35.7 million.

GOALS/PERFORMANCE MEASURES

Additional Goals and Performance Measures for 2003- 2004 can be found in the following Budget Units: Roads (Budget Unit 2920), Public Works Special Services (Budget Unit 2245), and Waste Management (Budget Unit 2945).

Department Goal: Deliver Capital Projects on time and on budget.

Community-wide Result Link: A safe community, A well-governed community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of Capital Projects that are completed on time.	New Measure	New Measure	New Measure	New Measure	New Measure	75%

What: This measures the percentage of Public Works Capital Project phases actually completed compared to the phase estimated to be complete as stated in each year's budget.

Why: To determine the timeliness of capital project completion which enhances public health and safety by correcting potentially dangerous problems identified in the need for each project.

How are we doing? This is a new measure for Fiscal Year 03-04. With the Board's approval of the 02-03 budget, the Department's need for Capital Project staffing was enhanced in support of new strategies to face increased project workload as well as environmental and other regulatory requirements. Initiation of the program in 02-03 has been successful and the Department is on track with its two year implementation schedule. Targets are therefore set at 75% for 03-04 and 90% is expected for 04/05.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of Capital Projects that are completed at or under budget.	New Measure	New Measure	New Measure	New Measure	New Measure	75%

What: This measures the percentage of Public Works Capital Projects where actual costs are at or under the budget for the particular project phase approved by the Board of Supervisors in a given fiscal year.

Why: To determine how accurately project costs are estimated so that funds are allocated and projects are prioritized properly.

How are we doing? This is a new measure for Fiscal Year 03-04. With the Board's approval of the 02-03 budget, the Department's need for Capital Project staffing was enhanced in support of new strategies to face increased project workload as well as environmental and other regulatory requirements. Initiation of the program in 02-03 has been successful and the Department is on track with its two year implementation schedule. Targets are therefore set at 75% for 03-04 and 90% is expected for 04/05.

PUBLIC WORKS DEPARTMENT ALL MAJOR PROJECTS FY 03-04 BUDGET

Project No.	Project Description	Est Phase Completed at 6/30/04	Funding Requirements for 03-04	Previous Years Balance to be Encumbered	New Funding to be Appropriated 03-04
ROADS					
New Road Construction					
P12A153	Willow Rd Extension	RW/DES	587,015	367,015	220,000
P12A174	Ramona-So. Bay to 4th	ENV	98,463	98,463	0
P12A182	Las Tablas Interchange-Interim Improvements	ENV	324,000	0	324,000
P12A183	Las Tablas Interchange	ENV	176,622	(3,378)	180,000
P12A184	Southland On-Ramp	PE/ENV	224,333	24,333	200,000
P12A189	Willow Road Interchange	RW/ENV	651,681	451,681	200,000
P12A197	Cypress Mtn.	PARTIAL PE	15,553	15,553	0
P12A198	Santa Maria Ave	COMPLETE	15,883	15,883	0
Total New Road Construction			2,093,550	969,550	1,124,000
Road Reconstruction					
P12A171	Doris Ave., Los Osos	CONST	159,396	92,396	67,000
P12A172	Halcyon Rd Phase 1	RW	861,014	361,014	500,000
P12A173	Tefft St. from Oakglen to Thompson Ave.	CONST	2,365,120	2,253,120	112,000
P12A175	Vineyard Dr from Bennet Way to Main St	ENV/DES	1,134,384	1,134,384	0
P12A177	Santa Ysabel Ave., So. Bay 2o 2nd, LO	CONST	236,238	236,238	0
P12A178	Price Canyon Road Widening	PE/ENV	634,769	634,769	0
P12A194	Los Berros - Stanton to Pomeroy	RW/ENV	270,626	125,626	145,000
P12A200	Neal Springs Road	COMPLETE	10,452	10,452	0
P12A201	Halcyon/Rte 1 Phase 2	ENV	986,387	306,970	679,417
P12A203	Sandydale Road Pavement Improvement	DES	180,359	(6,641)	187,000
P12A208	Tank Farm - Santa Fe LTL	RW	238,920	138,920	100,000
P12A244	Pomeroy Rd and Juniper St Left Turn Lane	DES	42,500	0	42,500
P12A245	North County Guardrails	CONST	199,147	(19,753)	218,900
P12A246	LOVR 3-Laning Bush to Doris	DES	126,500	0	126,500
P12A249	Nacimiento Lake Drive Widening	CONST	304,000	0	304,000
P12A272	Main St-Burton to Cambria Dr	CONST	1,430,956	(69,044)	1,500,000
P12A278	Los Berros @ El Campo, Left Turn Lane	CONST	671,170	361,170	310,000
P12A281	Orchard Ave - Nipomo	COMPLETE	4,462	4,462	0
P12A283	LOVR Corridor Study	DES	19,536	19,536	0
P12A290	Moonstone Beach Drive	COMPLETE	7,807	7,807	0
P12A292	Buckley Road	COMPLETE	5,869	5,869	0
P12A294	Division Street	COMPLETE	20,725	20,725	0
P12A296	Los Berros from Valley Road (1999 STIP)	CONST	276,236	276,236	0
P12A297	Nacimiento Lake Drive	COMPLETE	317,351	317,351	0
P12A298	LOVR Rehab (STIP)	COMPLETE	94,185	94,185	0
P12A299	Orcutt Rd (2000 STIP)	CONST	317,109	317,109	0
Total Road Reconstruction			10,915,219	6,622,902	4,292,317

Project No.	Project Description	Est Phase Completed at 6/30/04	Funding Requirements for 03-04	Previous Years Balance to be Encumbered	New Funding to be Appropriated 03-04
New Road Lights, Traffic Signals					
P12A341	LOVR/Foothill Acceleration Lane	COMPLETE	7,997	7,997	0
P12A342	Cambria Drive/Route 1 Signal	CONST	238,334	238,334	0
P12A344	So. Bay/El Morro Signal	CONST	172,223	122,223	50,000
P12A345	LOVR/Palisades Signal	ENV	252,817	201,817	51,000
P12A348	Video Detection System	COMPLETE	269,000	269,000	0
P12A351	Tank Farm Flashing Beacon	CONST	20,561	20,561	0
P12A352	Olde Towne Nip Vintage Lt	DES	137,018	137,018	0
Total New Road Lights, Traffic Signals			1,097,950	996,950	101,000
Pedestrian Ways & Bike Paths					
P12A428	El Morro Ave Bike Lane	CONST	223,294	223,294	0
P12A432	Vineyard Bike Lanes	COMPLETE	9,774	9,774	0
P12A436	Templeton/Atas Bike Path (2000 STIP)	PE	93,431	93,431	0
P12A440	ADA Sidewalks	COMPLETE	39,483	39,483	0
P12A441	Tefft-Orchard Sidewalk	CONST	353,833	353,833	0
P12A442	Safe Routes to Schools	CONST	302,776	(2,224)	305,000
Total Pedestrian Ways & Bike Paths			1,022,591	717,591	305,000
Bridges					
P12A204	Las Pilitas Rd Bridge over Salinas River	PARTIAL DES	462,645	400,000	62,645
P12A214	San Simeon Ck Bridge, 3.6 Mi East of Hwy	PARTIAL DES	537,690	299,641	238,049
P12A222	San Simeon Ck Bridge, 2.6 Mi East of Hwy	PARTIAL DES	537,326	54,277	483,049
P12A301	Moonstone Beach Dr Bridge @ Leffingwell	PARTIAL DES	916,740	142,415	774,325
P12A310	Higuera Bridge @ San Luis Creek	CONST	634,017	634,017	0
P12A331	Picachio Rd Bridge, off Cayucos Ck Rd	PARTIAL DES	508,483	138,082	370,401
P12A701	Main Street Bridge @ Santa Rosa Ck, Cambria	PARTIAL DES	794,192	12,911	781,281
P12A702	San Luis Bay Dr. Bridge Widening	DES	446,852	446,852	0
P12A703	Turri Road Bridge	DES	90,398	65,398	25,000
P12A704	Price Cyn Railroad Bridge	ENV/PE	107,308	47,308	60,000
P12A705	River Road Bridge Replacement	DES	8,854,701	8,854,701	0
P12A709	Price Cyn Bridge - Corral	ENV/PE	168,760	168,760	0
Total Bridges			14,059,113	11,264,363	2,794,750
A/C Overlay					
P12A603	A/C Overlay Bethel Road	DES	443,275	443,275	0
P12A607	A/C Overlay 02-03	CONST	1,747,390	1,747,390	0
P12A608	A/C Overlay 03-04	PARTIAL CONST	4,000,000	0	4,000,000
Total A/C Overlay			6,190,665	2,190,665	4,000,000
Drainage Improvements					
P12A282	LOVR at Sombrero Drainage	CONST	99,056	99,056	0
P12A805	Noyes Road Drainage	COMPLETE	308,034	308,034	0
Total Drainage Improvements			407,090	407,090	0

Project No.	Project Description	Est Phase Completed at 6/30/04	Funding Requirements for 03-04	Previous Years Balance to be Encumbered	New Funding to be Appropriated 03-04
TOTAL ROADS			35,786,178	23,169,111	12,617,067
SPECIAL DISTRICTS					
Salinas Dam (0645)					
P150155	Cathodic Protection of Pipeline	COMPLETE	104,340	17,277	87,063
P155131	Trout Creek Pipeline	DES	33,937	23,597	10,340
P150183	Pipeline Under RR Tracks	COMPLETE	51,515	51,515	0
Total Salinas Dam			189,792	92,389	97,403
State Water Project (0648)					
P160009	CMC Water Facility Improvements	COMPLETE	319,679	309,679	10,000
Total State Water Project			319,679	309,679	10,000
Nacimiento Water Project (0649)					
	Water Project	ENV	628,674	0	628,674
Total Nacimiento Water Project			628,674	0	628,674
Lopez Dam Remediation (0653)					
P239XXX	Seismic Retrofit	COMPLETE	2,289,386	1,199,653	1,089,733
Total Lopez Dam Remediation			2,289,386	1,199,653	1,089,733
Flood Control Zone 3 (0654)					
P230271	WTP Domestic Tank Exterior Coating	CONST	130,005	30,555	99,450
P230276	Metal Storage Building	CONST	72,200	72,200	0
P235686	Pigging Unit C & E	DES	145,000	0	145,000
Total Flood Control Zone 3			347,205	102,755	244,450
Lopez Water Treatment Plant Upgrade (0658)					
P238XXX	Water Treatment Plant Upgrade	DES	19,333,133	434,133	18,899,000
Total Lopez Water Treatment Plant Upgrade			19,333,133	434,133	18,899,000
Cambria Flood Control Area (0954)					
P143XXX	Cambria Flood Control Project	CONST	1,633,992	0	1,633,992
Total Cambria Flood Control			1,633,992	0	1,633,992
Nipomo Lighting (0687)					
P420100	New Lighting Structures (36)	CONST	150,000	150,000	0
Total Nipomo Lighting			150,000	150,000	0
County Service Area 7-A (0742)					
P680236	Upgrade Lift Station #3	CONST	92,447	92,447	0
P680232	Disposal Area Expansion	CONST	456,275	223,497	232,778
Total County Service Area 7-A			548,722	315,944	232,778
County Service Area 10 WTF (0759)					
P790007	Reclamation Basin Program	COMPLETE	71,689	71,689	0
P790009	Carbon Absorption Unit	CONST	165,086	165,086	0
Total County Service Area 10 WTF			236,775	236,775	0
County Service Area 10-A (0675)					
P380165	Tank Exterior Repair & Recoat	PE	182,076	49,198	132,878

Project No.	Project Description	Est Phase Completed at 6/30/04	Funding Requirements for 03-04	Previous Years Balance to be Encumbered	New Funding to be Appropriated 03-04
Total County Service Area 10-A			182,076	49,198	132,878
County Service Area 16 - Water (0789)					
P850170	Loop Water Main	PE	103,200	0	103,200
Total County Service Area 16 - Water			103,200	0	103,200
County Service Area 18 - Water (0777)					
P880122	Plant Audit	COMPLETE	38,095	34,642	3,453
Total County Service Area 18 - Water			38,095	34,642	3,453
TOTAL SPECIAL DISTRICTS			26,000,729	2,925,168	23,075,561
TOTAL ROADS AND SPECIAL DISTRICTS			61,786,907	26,094,279	35,692,628

MISSION STATEMENT

Engineering and surveying review of land development to ensure that our neighborhoods are livable, safe and integrated well into the community.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	768,370	923,932	0	0	0
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 768,370	$ 923,932	$ 0	$ 0	$ 0
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 768,370	$ 923,932	$ 0	$ 0	$ 0
Revenues	435,482	566,079	0	0	0
General Fund Support (G.F.S.)	$ 332,888	$ 357,853	$ 0	$ 0	$ 0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Beginning in fiscal year 2003/04, this Budget Unit has been integrated into the new Budget Unit 2245, Public Works Special Services. Development Services is now a division of the Public Works Special Services budget.

BOARD ADOPTED CHANGES

None.

MISSION STATEMENT

Provide public facilities and services that ensure health and safety and enhance quality of life for the community.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	543,631	595,710	0	0	0
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 543,631	$ 595,710	$ 0	$ 0	$ 0
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 543,631	$ 595,710	$ 0	$ 0	$ 0
Revenues	41,645	27,969	0	0	0
General Fund Support (G.F.S.)	$ 501,986	$ 567,741	$ 0	$ 0	$ 0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Beginning in fiscal year 2003/04, this Budget Unit has been integrated into the new Budget Unit 2245, Public Works Special Services. The Operations Center is now a division of the Public Works Special Services budget.

BOARD ADOPTED CHANGES

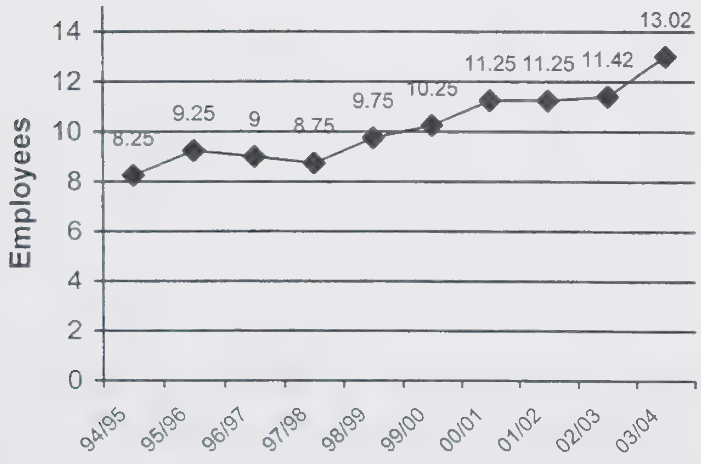
None.

MISSION STATEMENT

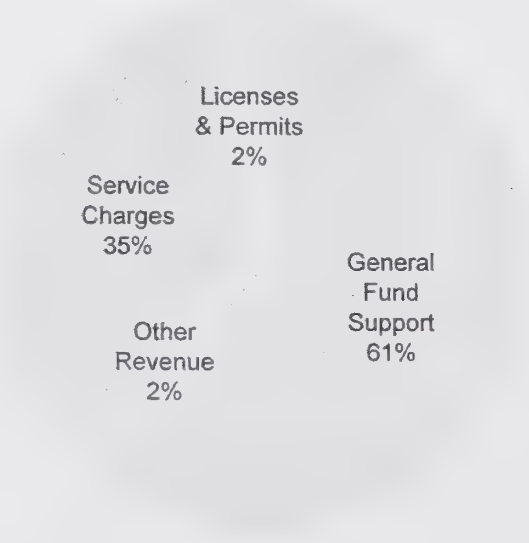
Provide public facilities and services that ensure the health and safety and enhance the quality of life for the community public.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	0	2,161,406	2,206,683	2,206,683
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 0	$ 0	$ 2,161,406	$ 2,206,683	$ 2,206,683
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 0	$ 0	$ 2,161,406	$ 2,206,683	$ 2,206,683
Revenues	0	0	795,985	862,868	862,868
General Fund Support (G.F.S.)	$ 0	$ 0	$ 1,365,421	$ 1,343,815	$ 1,343,815

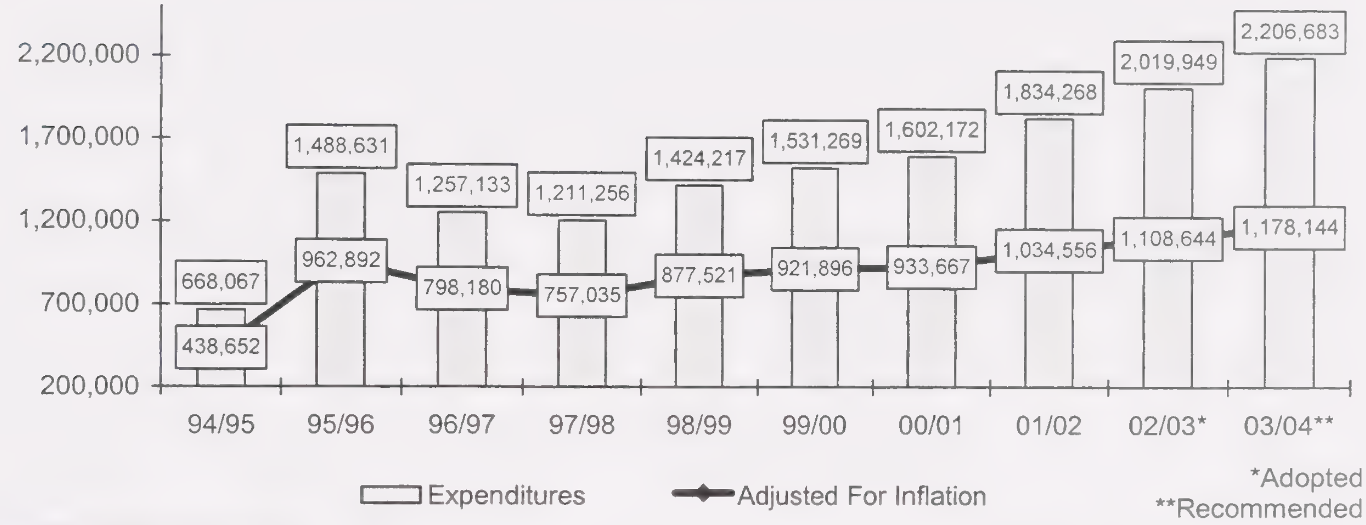
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Development Services

To provide needed services to the public and to other county offices as mandated by state law, and as required for the orderly development of capital improvements within the county.

Total Expenditures: $1,185,983 Total Staffing (FTE): 10.26

Operations Center - Water and Sewer

To provide water and sewer service to various county departments and other governmental agencies in and around the Kansas Avenue area.

Total Expenditures: $704,692 Total Staffing (FTE): .47

Services to Special Districts

To provide fiscal, legal and engineering support to districts in the formation process; to perform general utility district planning, assessment apportionments, special studies and projects as directed by the Board of Supervisors; to acquire supplemental road-purpose equipment which is not fundable through Internal Service Fund financing methods; to provide administration of the County's cooperative road improvement program; to provide cable TV regulation and access activities; and to provide franchise administration.

Total Expenditures: $316,008 Total Staffing (FTE): 2.29

DEPARTMENT COMMENTS

The Public Works Special Services Unit is a new unit managed by the Public Works Department. This unit consolidates the Department's three pre-existing General Fund budgets. The prior units were Budget Unit #2179 – County Operations Center; Budget Unit #2240 Development Services; and Budget Unit #2290 – Services to Special Districts. Each of those prior budgets is now treated as a separate service program within the new budget.

The cost of existing resources would increase Net County costs by $61,881, or 4.61% over the 2002-03 Board approved level. The Department is also requesting two new engineering positions to improve the processing of development review maps and plans. The Net County Cost of this request is $41,397, or 3.08%.

The County Operations Center Water and wastewater systems are interconnected with the California Men's Colony (CMC), Camp San Luis, Cuesta College, the County Office of Education, El Chorro Regional Park and Dairy Creek Golf Course. Although each entity has its separate infrastructure responsibilities, staff continues to work closely with the other agencies to address issues of mutual benefit. We have successfully implemented system enhancements that provided the City of Morro Bay with emergency water that they needed due to contamination and water rights losses. We are currently working on other projects to improve system reliability –

which is especially important since a significant portion of the infrastructure was constructed during World War II and is inadequate. Several legal agreements cover our relationships with the other agencies. State Water provides the County's supply and is also used in exchange for wastewater services, water storage, and emergency water from CMC. In addition to normal and ongoing operations of the systems, staff is currently working with Office of Education and Camp San Luis on agreements to assist in their water supply needs – which are intended to result in cost reductions to the County. Significant budget reductions would impair the Department's ability to provide basic services to County Jail, the Sheriff's station, Office of Emergency Services and other vital County facilities. If required to operate at the 2002-03 Board approved level of County financing, the result would be a reduction in labor of 0.05 FTE.

The Development Services program – Continues to work closely with the Department of Planning and Building and the Planning Commission. The cost of existing resources would not increase Net County costs since fees have been approved to cover those inflationary costs. Efficiency efforts have focused on improving average processing time for maps and plans – although improving performance on "re-submittals" by prioritizing those items has resulted in slower processing time for new submittals. The Department is seeking approval of two new engineering positions to improve inspection services, which will also allow office engineers to improve the processing of maps and plans. Further, the new positions will better enable Public Works to keep up with recent efficiencies realized in the Planning Department related to the processing of building permits, which flow through both Departments. Although the new positions will increase County Costs by $41,397 (3.08%), they will be substantially revenue offset from the fees paid by private development. In addition to engineering and surveying services on development projects, the program also provides preservation of land monuments that establish historical land division lines upon which later surveys are based. Reduction in existing resources will not be necessary to operate at the 2002-03 Board approved level of County financing.

The Services to Special Districts service program – The Department is currently working with residents in Cambria who would like to expand utility under-grounding efforts, and several residential roads have been paved under the Cooperative road program – paid for by the property owners. New policies have been brought to the Board, and adopted, on the use of Public Education and Government (PEG) Trust Funds and the Department is optimistic that relations with constituents are improving. Current efforts include the administrative aspects of implementing PEG policies, together with cable television franchise renewals. If required to operate at the 2002-03 Board approved level of County financing, the result would be a reduction in consulting and legal services relating to franchise renewals.

RECOMMENDED BUDGET AUGMENTATION REQUESTS AND RELATED RESULTS

Unit /Amount	Description	Results
Gross: $110,772 General Fund Support: $41,397	Two Engineer positions for Development Services. One will serve as a countywide public improvements inspector assigned to the Plan Check Unit. The other will be assigned to the Surveying Unit to review subdivision maps and other related tasks.	Comply with State mandated review timeframes and improve customer service by reducing the average review time of: • initial submittals of improvement plans by 4.70 weeks; (from 11.3 weeks to 6.6 weeks) • re-submittals of improvement plans by 1.5 weeks; (from 4.5 weeks to 3.0 weeks) and • survey maps by 3.7 weeks (from 5.7 weeks to 2.0 weeks).

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Public Works Special Services budget functions under the umbrella of the Public Work's Department's Internal Service Fund. All staffing, services, supplies and equipment necessary to perform the programs under Public Works Special Services are provided by the internal Service Fund and charged back as services are performed. This is a new budget unit that represents a consolidation of three budget units: Operations Center, Development Services, and Services to Special Districts, as described in the Department's comments above. Positions that support this budget unit are reflected on the Position Allocation List for budget Unit 2900 - Public Work's Department's Internal Service Fund.

Overall, expenses for the Public Works Special Services budget are recommended to increase by $109,550, or approximately 5%. This level reflects maintaining expenditures for the Operations Center and Services to Special Districts programs at FY 2002/03 amounts (minus any one-time costs) and adding the cost of two Engineer positions to the Development Services Program. Revenues are recommended to increase $69,375, or approximately 9%. This additional revenue is expected to be generated by the fee-based work of the two additional Engineer positions, and will help offset the cost of these two positions by approximately 76%. The portion of this budget funded out the General Fund is increasing $41,397 to pay the remaining portion of the costs for the two Engineering positions that are not revenue offset. These are costs the department is currently unable to include in their fees for Development Services.

In order to absorb inflationary costs, a slight decrease in labor will be charged to the Operations Center and the Department will reduce expenses for consulting and legal services related to franchise renewals.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Maintain the water distribution and wastewater collections systems at the County Operations Center to provide safe drinking water, maintain adequate reserves for fire fighting and irrigation, protect public and environmental health, and ensure regulatory compliance.

Communitywide Result Link: A healthy community. A safe community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of days per year that the water system is able to meet mandated water quality standards	100%	100%	100%	100%	100%	100%

What: This measures the percentage of time during the year that the water distribution system is able to meet State and Federal water quality standards.

Why: To assure that the water system provides safe drinking water

How are we doing? All Federal, State and Local water quality standards are presently being met.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of days per year that the water system is able to meet minimum fire flow standards within the entire system.	0%	0%	0%	0%	0%	0%

What: This measures the percentage of time during the year that the water distribution system is able to meet minimum fire flow requirements.

Why: To assure that the water system meets the fire flow requirements, especially for densely populated correctional facilities.

How are we doing? The water distribution system is undersized and unable to deliver the flows that would be required if fire-fighting apparatus were connected to it. The whole facility is fed by 4" and 6" diameter lines, which are inadequate to meet fire-flow requirements. In addition, the storage capacity is inadequate to meet fire-flow requirements. Current efforts include system improvements (capital projects) that have been approved. Once these immediate projects are complete (FY 03-04), funding for a Master Plan of the system to identify additional needs will be requested in future year budgets. Current projects are not expected to bring the system into compliance.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of wastewater collection system failures per year.	3	3	0	1	0	1

What: A count of all incidents of blockages, spills & unscheduled interruption in wastewater service.

Why: The number of failures per year can be a reflection of the system integrity. Monitoring the location and frequency of failures will help to identify areas where additional resources may need to be focused in order to assure continued system integrity and to protect the environment.

How are we doing? We were successful in reducing the number of failures in the past year to zero. While the number of blockages is manageable, it comes at a cost. Crews must use a pressurized cleaning system 5-6 times a year (at a cost of $2,100 per use) to reduce incidents, especially near the Honor Farm and Juvenile Facility. Additionally there are areas where the sewer lines sag and need to be replaced. Preliminary engineering is complete for one critical line replacement.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of water system failures per year.	1	3	0	1	0	1

What: A count of all water system failures such as line breaks.

Why: The number of failures per year can be a reflection of the system integrity. Monitoring the location and frequency of failures will help to identify areas where additional resources may need to be focused in order to assure continued system integrity and to protect the environment.

How are we doing? We were successful in reducing the number of failures in the past year to zero. With a system of this age and condition, continued maintenance and replacement projects are required to prevent future failures.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Ratio of water inflow and infiltration into the wastewater collection system.	5 to 7 times as much as the metered water usage.	3 to 4 times as much as the metered water usage.	5 to 7 times as much as the metered water usage	3 to 4 times as much as the metered water usage.	5 to 7 times as much as the metered water usage	3 to 4 times as much as the metered water usage.

What: The metered wastewater flow compared to the metered water usage.

Why: This is an indicator of the number of cracks, separated joints and root intrusion into the wastewater collection system. The inflow and infiltration needs to be reduced as it creates an unnecessary burden upon the wastewater treatment plant, results in extra charges for wastewater treatment and potentially increases the chance of raw sewage seeping into groundwater.

How are we doing? We expect to meet the FY 2002-03 target upon completion of the capital project in the current year's budget to replace some of the older sewer lines. While this project was originally scheduled to be completed during the FY 2002-03, we now anticipate completion in the summer of 2003, slightly after the end of the fiscal year.

Department Goal: Review and approve applications, maps and plans for new development projects in a timely manner to ensure compliance with regulatory requirements, enhance customer service, and protect the public's safety.

Communitywide Result Link: A safe community, A well-governed community.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Annual number of Improvement Plan reviews per FTE	New Measure	New Measure	New Measure	New Measure	New Measure	45

What: Total number of Improvement Plan reviews by Plan Check Unit divided by the number of Full Time Equivalent (FTE) employees.

Why: Measures the efficiency of the Plan Check Unit in reviewing Improvement Plans.

How are we doing? This is a new measure for Fiscal Year 03/04 which will be used to see how efficiently the Plan Check Unit is reviewing Improvement Plans. The target has been set assuming the same General Fund Support as was received in FY 2002-03 and the approval of two engineer positions for FY 2003-04.

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of weeks to review improvement plans (i.e. construction plans for public improvements associated with development).	5 weeks	5 weeks	5.5 weeks 1st submittals 4.5 weeks Resubmittals	5 weeks	8.4 weeks 1st submittals 3.8 weeks Resubmittals	6.6 weeks 1st submittals 3 weeks Resubmittals

What: Average time from receipt of project's public improvement plans from engineers, until response.

Why: State law requires that improvement plans be acted upon within sixty working days (approximately 12 weeks) of submittal. This measures accomplishment of our goal of timely service.

How are we doing? In FY 2001-02, the processing of Improvement Plans' First Submittals and Resubmittals were separated halfway through the year, with priority given to Resubmittals. Between FY 2001-02 and FY 2002-03 to date, the average waiting time for Resubmittals decreased as listed above, since being prioritized last year. However, waiting time has greatly increased for First Submittals, as listed above. A substantial contributing factor is the increased demand for field inspections by the staff of the Plan Check Unit, as more projects go to the construction phase, taking their time away from processing plan checks in the office. FY 2000-02 comparison to other counties shows Santa Cruz at 5.5 weeks, Kern at 5.5 weeks, Monterey at 3 weeks, and Napa at 7 weeks. The target has been set assuming the same General Fund Support as was received in FY 2002-03 and the approval of two engineer positions for FY 2003-04.

8. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Annual number of Survey Map reviews per FTE	New Measure	New Measure	New Measure	New Measure	New Measure	335

What: Total number of Survey Map reviews by Surveying Unit divided by the number of Full Time Equivalent (FTE) employees.

Why: Measures the efficiency of the Surveying Unit in reviewing Survey Maps.

How are we doing? This is a new measure for FY 2003-04 which will be used to see how efficiently the Surveying Unit is reviewing Survey Maps. The target has been set assuming the same General Fund Support as was received in FY 2002-03.

9. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of weeks to review survey maps (i.e. any land surveying map that falls under the professional land surveyor act such as records of survey, subdivision maps and corner records).	2 weeks	2 weeks	3.9 weeks	2 weeks	4.8 weeks	2 weeks

What: Average time from receipt of maps from engineers and surveyors, until response.

Why: State law requires that survey maps be acted upon within twenty working days (approximately 4 weeks) of submittal. This measures accomplishment of our goal of timely service.

How are we doing? As a result of increased workload, the average waiting time for survey maps has risen significantly since last year, as shown above. Additional evidence of this is provided by the following: The average number of items waiting to be worked on has increased from 30 in FY 2001/02 to 44 in FY 2002-03. The number of items reviewed per employee per week has decreased slightly, from 6.73 in Fiscal Year 01/02 to 6.45 in FY 2002-03, indicating the increase in complexity of the projects over time. FY 2001-02 comparison to other counties shows Santa Cruz at 2.5 weeks, Kern at 8 weeks, Monterey at 1 week, Santa Barbara at 3 weeks, and Napa at 1 week. The FY 2003-04 target has been set assuming the same General Fund Support as was received in FY2002-03 and approval of two Engineer positions for FY 2003-04.

10. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of local Engineering and Design firms that rate the services provided by Public Works as satisfactory or better.	New Measure	New Measure	New Measure	75%	75%	75%

What: Measures customer satisfaction with Development Services.

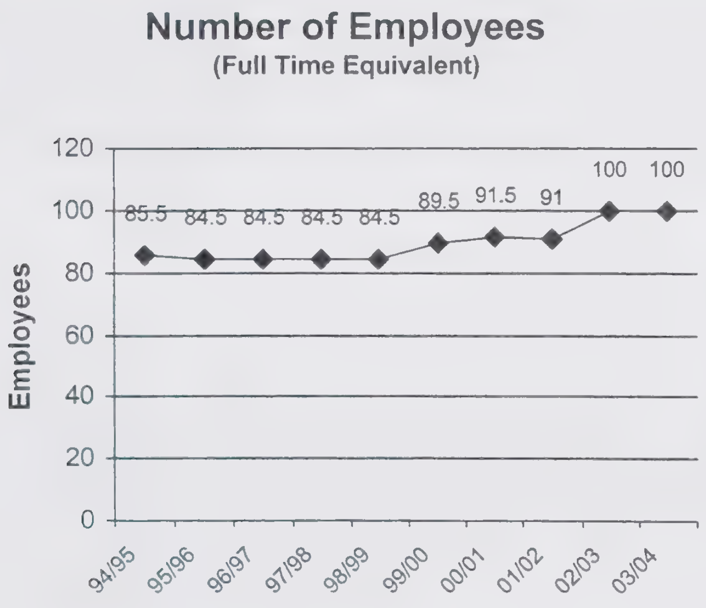
Why: Information derived from this survey will be used to improve services to customers.

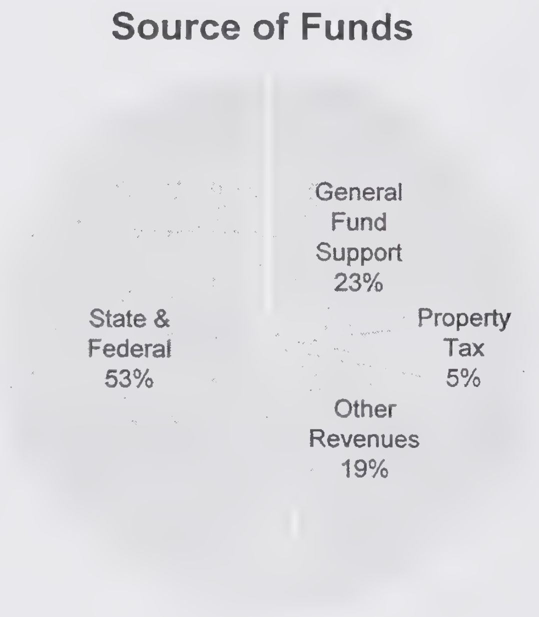
How are we doing? Survey is to be conducted later in FY 2002-03.

MISSION STATEMENT

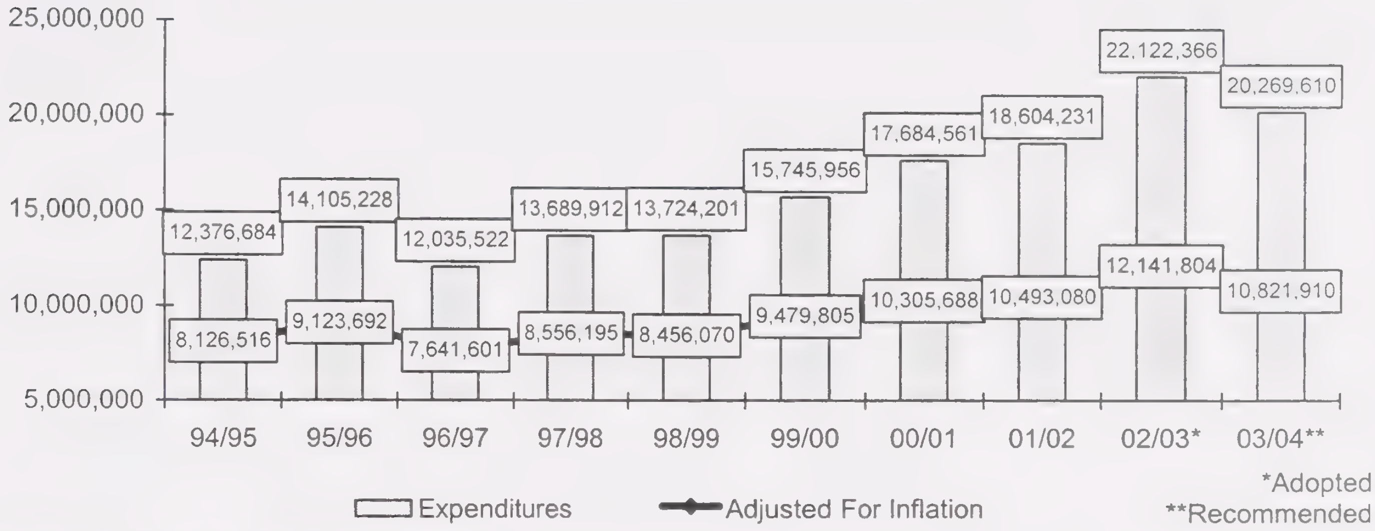
Provide public facilities and services that ensure health and safety and enhance quality of life for the community.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	11,058,701	10,766,120	10,083,710	10,083,710	9,911,571
Other Charges	7,545,530	8,192,439	10,185,900	10,185,900	12,649,067
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 18,604,231	$ 18,958,559	$ 20,269,610	$ 20,269,610	$ 22,560,638
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	2,032,515	1,038,480	0	0	0
Total Financing Requirements	$ 20,636,746	$ 19,997,039	$ 20,269,610	$ 20,269,610	$ 22,560,638
Revenues	$ 17,653,173	$ 19,207,976	$ 18,995,195	$ 18,995,195	$ 21,223,412
Fund Balance Available	2,151,114	1,029,926	1,274,415	1,274,415	1,277,226
Cancelled Reserves	1,003,500	2,296,977	0	0	60,000
Total Financing Sources	$ 20,807,787	$ 22,534,879	$ 20,269,610	$ 20,269,610	$ 22,560,638





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAM DESCRIPTION

Roads Construction

Construct new, or make major improvements to, roads within the unincorporated area of the county.
Total Expenditures: $10,153,900 Total Staffing (FTE): 19.0

Roads Maintenance

Maintain, or make minor improvements to, existing county roads within the unincorporated area of the county.
Total Expenditures: $10,115,710 Total Staffing (FTE): 81.0

DEPARTMENT COMMENTS

The Roads Budget functions under the umbrella of the Public Works Department Internal Service Fund (ISF). All staffing, services, supplies, and most equipment necessary to maintain the Roads Budget are provided by the ISF and charged back to the Roads Budget as services performed. The expenditure programs are divided into two categories: Construction and Maintenance. The accomplishments within these two programs determine the outcomes for this budget unit.

Priorities for the type of expenditures proposed in the 2003-04 Roads Budget follow the formal Board of Supervisors policy regarding roads.

The following table summarizes the changes from last year's budget:

Description	Prior Year Budget	Proposed Budget	Dollar Change	Percent Change
APPROPRIATION				
Construction Program Costs	8,221,321	8,188,404	-32,917	-0.40%
Maintenance Program Costs:				
Pavement Management	6,772,827	4,000,000	-2,772,827	-40.94%
Force Account Maintenance	7,128,218	8,081,206	952,988	13.37%
Total Maintenance	13,901,045	12,081,206	-1,819,839	-13.09%
Total Uses	**22,122,366**	**20,269,610**	**-1,852,756**	**-8.38%**
FUNDING				
Construction Funding	4,081,388	5,102,684	1,021,296	25.02%
Program Specific Revenues	1,561,387	35,000	-1,526,387	-97.76%
Discretionary Revenues	10,152,562	9,557,511	-595,051	-5.86%
Reserves	2,027,029	1,274,415	-752,614	-37.13%
General Fund	4,300,000	4,300,000	0	0.00%
Total Funding	**22,122,366**	**20,269,610**	**-1,852,756**	**-8.38%**

Appropriation

The overall 2003-04 Road Budget request is 8.38% less than the adopted 2002-03 budget. The request includes provisions for prevailing wages for labor, equipment usage and vendor costs. The area of greatest decrease is the Pavement Management Program. A reduction of effort in this arena will reduce the overall pavement condition rating to a 65, compared to the Board adopted target level of 70. The reduction in this area is primarily in response to an anticipated loss of funding from the State's Traffic Congestion Relief Fund, with further reductions proposed to reduce the budget amount for this program until the full impact of the State's budget is known. If the State budget impacts are relatively minor, Road Fund reserves will be requested to be drawn down to enhance funding for this and/or programs. Conversely, if the impact is severe, we will recommend maintaining reserves at the proposed levels and will emphasize the further restructuring of programs.

Funding

The FY 03-04 funding requests the same level of General Fund support as approved for 2002-03. The program-specific revenue represents the State Transportation Improvement Program funding. As part of the Governor's proposal, this funding source is anticipated to be significantly reduced during FY 03-04. However, due to other offsetting funding, the impact on the Construction program due to this reduction will be minimal.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall, expenditures for the Roads budget are declining by more than $2.28 million (about 10%) compared to FY 2002/03, reflecting the anticipated loss of State funding due to the current State budget crisis, and the lack of new reserves budgeted. In FY 2002/03 the County budgeted approximately $1,154,000 in State Traffic Congestion Relief revenue and $150,000 in State Transportation Improvement Program revenue. The department has assumed that both of these revenue sources will be zeroed out in FY 2003/04, which will impact the Pavement Management Program and capital projects funded with State Transportation Improvement Program money. In an effort to soften the impact of this revenue loss in the coming years, the department will delay program expenditures planned for FY 2003/03 in order to enhance the fund balance available for FY 2003/04. Approximately $1.9 million will be available in reserves to continue the Pavement Management effort at a reduced level in FY 2003/04. A General Fund contribution of $4.3 million, equal to the amount appropriated in FY 2002/03, is recommended.

Under the Pavement Management Program, County roads are restored to improve their condition and drivability and to extend their life in order to reduce maintenance costs over the long term. The condition of the County Road System has been significantly enhanced in recent years with the infusion of Federal, State and County funds. However, with the reduced budget levels, the department expects to achieve an overall pavement rating of 65, which falls short of the Board adopted target of 70.

BOARD ADOPTED CHANGES

The Board adopted an increase in the appropriations and revenue by $2,523,167. Public Works had requested this increase in the Supplemental Document to the proposed budget in order to accelerate capital projects that will address pressing safety issues, and to reflect construction bids that were received after the Proposed budget went to print. The list of projects and associated funding requirements can be found in the Public Works Internal Service Fund (BU 2900).

Revenue sources for the adopted increase will come from:

Road Impact Fees (budget Unit 2140):	$1,288,417
Highway Bridge Replacement Program (HBRR)	$939,800
Road Fund Balance Available:	$234,950

Also included in this revision is the increase of $60,000 to the services and supplies accounts to fund a feasibility study for the possible consolidation of the two road maintenance centers located in North County. Revenue for this increase will come from Road Designated Reserves. With this Board approval, this project has been added to the Maintenance Projects list in budget Unit 2208.

At year end the fund balance available in the Roads Fund was approximately $232,000 less than projected due to encumbrance of funds. The final appropriation reflects a reduction of this amount.

GOALS AND PERFORMANCE MEASURES

Department Goal: Maintain a good quality county-road system.

Community-wide Result Link: A livable community, a safe community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Pavement Condition Rating (PCR) for ALL county roads.	68	70	65	64	66	65

What: The Board of Supervisors has established the goal of maintaining a PCR for all roads within the unincorporated area of the county at 70 or better, with no one road category falling below a PCR of 60. A 70 PCR is equivalent to a "good" on a grading basis of poor, fair, good, excellent. This rating is determined by a triennial physical review of the road system.

Why: To determine the maintenance needs of the system to effectively serve the traveling public.

How are we doing? A complete review of all county roads is scheduled for the summer of 2003. Pavement Management expenditures are being voluntarily reduced by $1.5 million in 02-03 in anticipation of reduced State Revenues. However, we should still exceed our overall 02-03 adopted target of 64. The 03-04 target reflects the same General Fund Support as 02-03 and reduced funding from other sources (State Revenues) in 03-04. Due to the expected reduction of future state revenues to both Roads and the General Fund, we do not expect this rating to increase above 65 in the future.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Pavement Condition Rating (PCR) for all arterial county roads.	75	70	73	72	71	74

What: Measures the pavement condition of arterial roads. Arterial roads are the largest, most-traveled roads in the county road system. Los Osos Valley Road and Tefft Street are examples of arterial roads. The Board of Supervisors has established the goal of maintaining a PCR for all roads within the unincorporated area of the county at 70 or better, with no one road category falling below a PCR of 60. A 70 PCR is equivalent to a "good" on a grading basis of poor, fair, good, excellent. This rating is determined by a triennial physical review of the road system.

Why: To determine the maintenance and resurfacing needs of our major routes to serve the traveling public.

How are we doing? Priority was given to arterial roads in the last couple overlay contracts and this enabled us to exceed our 01/02 target. Priority will continue to be given these roads as they are the most traveled. Pavement Management expenditures are being voluntarily reduced by $1.5 million in 02-03 in anticipation of reduced State Revenues and we may slightly miss our 02-03 target. The 03-04 target reflects the same General Fund Support as 02-03 and reduced funding from other sources (State Revenues) in 03-04; however priority will be given to arterial roads.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Pavement Condition Rating (PCR) for all collector county roads.	62	70	60	56	60	59

What: Measures the pavement condition of collector roads. Collector roads are the larger roads within the county road system. Vineyard Road and Willow Road are examples of collector roads. The Board of Supervisors has established the goal of maintaining a PCR for all roads within the unincorporated area of the county at 70 or better, with no one road category falling below a PCR of 60. A 70 PCR is equivalent to a "good" on a grading basis of poor, fair, good, excellent. This rating is determined by a triennial physical review of the road system.

Why: To determine the maintenance needs of the collector road system.

How are we doing? We have actually achieved better than expected results for our collector roads through the overlay program. Pavement Management expenditures are being voluntarily reduced by $1.5 million in 02-03 in anticipation of reduced State Revenues. However, we should still exceed our 02-03 adopted target of 56 for collector roads. The 03-04 target reflects the same General Fund Support as 02-03 and reduced funding from other sources (State Revenues) in 03-04 and is more in line with current trends.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Pavement Condition Rating (PCR) for all local county roads.	70	70	66	68	68	66

What: Measures the pavement condition of local roads. Local roads are the smaller, least-traveled roads in the county road system. Acorn Springs Rd. and Zinnia Ct. are examples of local roads. The Board of Supervisors has established the goal of maintaining a PCR for all roads within the unincorporated area of the county at 70 or better, with no one road category falling below a PCR of 60. A 70 PCR is equivalent to a "good" on a grading basis of poor, fair, good, excellent. This rating is determined by a triennial physical review of the road system.

Why: To determine maintenance needs of the local street network.

How are we doing? Pavement Management expenditures are being voluntarily reduced by $1.5 million in 02-03 in anticipation of reduced State Revenues. The 03-04 target reflects the same General Fund Support as 02-03 and reduced funding from other sources (State Revenues) in 03-04 and that local roads have the lowest priority.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Collisions per 100 million entering vehicles at non-signaled intersection.	31	31	33	34	32	30

What: Number of collisions per 100 million entering vehicles traveled within the unincorporated area of the county (5-year average).

Why: To determine if this component of the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations.

How are we doing? Good. Overall rate is below state highway average of 34 as published in the Caltrans "2001 Accident Data On California Highways". Intersections of concern are identified and projects are funded.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Collisions per 100 million entering vehicles at signalized intersections.	39	40	43	43	42	41

What: Number of signalized intersection collisions per100 million miles traveled within the unincorporated area of the county (5-year average).

Why: To determine if this component of the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations.

How are we doing? Good. Rate remains at or below state highway average of 50 as published in the Caltrans "2001 Accident Data On California Highways". Turn movement have been regulated to reduce collisions.

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Collisions per 100 million miles on rural roads.	176	163	162	121	160	150

What: Number of rural road collisions per 100 million miles traveled within the unincorporated area of the county (5-year average).

Why: To determine if this component of the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations. These roads can be arterial, collector, or local described above, but are located in the more rural areas of the County.

How are we doing? Overall trending downward as a result of better delineation/road surface condition. The 02-03 target was set at the State average and this was overly optimistic. The 03-04 target is set at a more realistic level with continued improvement over past performance. This measure still remains above the State Highway average of 130 as published in the Caltrans "2001 Accident Data On California Highways", which is our long term goal.

8. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Collisions per 100 million miles on suburban roads	257	194	284	186	275	270

What: Number of suburban road collisions per 100 million miles traveled (5-year average).

Why: To determine if this component of the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations.

How are we doing? Rate has been increasing and is above the state highway average of 190 as published in the Caltrans "2001 Accident Data On California Highways". Public Works will continue to look at greater access control to reduce conflicts on arterials, driveway and visibility requirements, and traffic calming opportunities to decrease collision potential. The 02-03 target was set at the State average and this was overly optimistic. The 03-04 target is set at a more realistic level with continued emphasis on improving over past performance.

9. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Bridge sufficiency rating	79%	85%	89%	85%	85%	85%

What: Percentage of bridges with State assigned sufficiency rating over 50.0 (above 50.0 indicates a bridge is in good repair.)

Why: To review maintenance and funding needs in order to keep the structures in a good state of repair.

How are we doing? Good. We have exceeded our current target of 85%. The County has 14 active bridge projects; of the 14 active projects, 9 are replacement projects. Progress continues on all of our bridge projects and we expect to start construction on our largest replacement project (River Road Bridge, San Miguel) next summer ('03).

10. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of citizens that indicate they consider the condition of roads in San Luis Obispo County to be average or better.*	New Measure	New Measure	New Measure	New Measure	New Measure	66%

What: The Administrative Office plans to carry out a bi-annual citizen satisfaction survey, the first of which will take place in the near future. The survey tool will include specific questions designed to solicit information from the public relative to their satisfaction with county services. *survey question may change as survey tool has yet to be developed.

Why: The information gained from the survey will be used to improve services to the public.

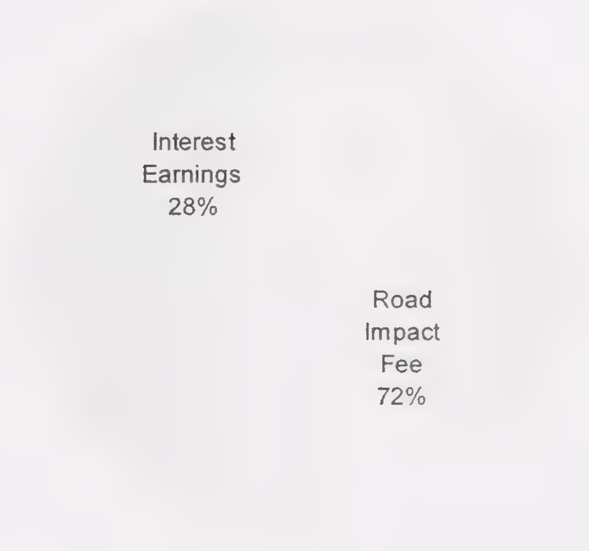
How are we doing? The Administrative Office plans to conduct this survey in the near future.

PURPOSE

Construction of transportation projects resulting from land development traffic impacts.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	1,774,139	1,342,510	3,468,400	3,468,400	4,756,817
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 1,774,139	$ 1,342,510	$ 3,468,400	$ 3,468,400	$ 4,756,817
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	22,595,976	20,771,623	0	0	0
Total Financing Requirements	$ 24,370,115	$ 22,114,133	$ 3,468,400	$ 3,468,400	$ 4,756,817
Revenues	$ 11,544,394	$ 2,609,814	$ 900,000	$ 900,000	$ 2,188,417
Fund Balance Available	0	0	0	0	0
Cancelled Reserves	12,861,101	19,504,318	2,568,400	2,568,400	2,568,400
Total Financing Sources	$ 24,405,495	$ 22,114,132	$ 3,468,400	$ 3,468,400	$ 4,756,817

Source of Funds



SERVICE PROGRAMS

Road Construction

Construct new, or make major improvements to existing roads within the Road Improvement Areas of the County funded by Road Improvement Fees collected for each area.

Total Expenditures: $3,468,400 Total Staffing (FTE): 0

DEPARTMENT COMMENTS

This is a special revenue fund. Estimated reserves at 7/1/03 total $6,377,000. During FY 2003-04, revenues (road impact fees collected and interest) are estimated to be $900,000; budgeted expenditures for Road projects total $3,468,400; and ending reserves are estimated to be $3,808,600.

Construction projects to be funded out of this budget unit are separately identified in the Public Works ISF Budget Construction Projects schedule, found in Budget Unit 2900 – Public Works ISF.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund was established in FY 2001/02 in compliance with the Government Accounting Standards Board. The recommended level of spending will be paid for with a combination of new fee revenues and existing reserves.

BOARD ADOPTED CHANGES

The Board adopted an increase in appropriations and revenue for Budget Unit 2920 - Roads to accelerate capital projects to address safety issues. Approximately $1.3 million of that increase will come from Road Impact fees as reflected in this budget unit 2141.

MISSION STATEMENT

Provide public facilities and services that ensure health and safety and enhance quality of life for the community.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	301,225	257,336	0	0	0
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 301,225	$ 257,336	$ 0	$ 0	$ 0
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 301,225	$ 257,336	$ 0	$ 0	$ 0
Revenues	29,872	8,178	0	0	0
General Fund Support (G.F.S.)	$ 271,353	$ 249,158	$ 0	$ 0	$ 0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Beginning in fiscal year 2003/04, this Budget Unit has been integrated into the new Budget Unit 2245, Public Works Special Services. Services to Special Districts is now a division of the Public Works Special Services budget.

BOARD ADOPTED CHANGES

None.

County of San Luis Obispo

Public Protection

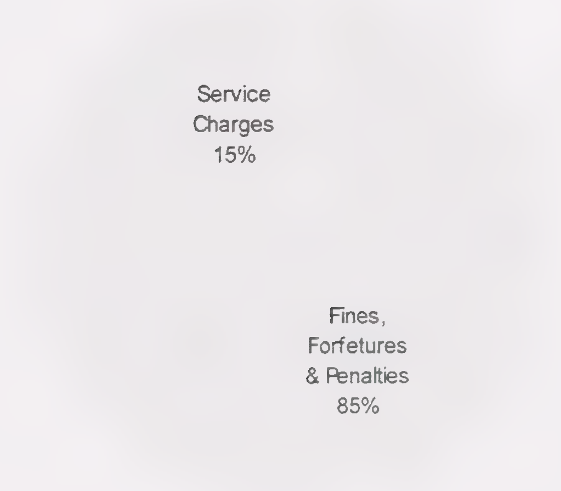
- Contribution to Court Operations
- Public Defender
- District Attorney
  - Victim/Witness Assistance
- Child Support Services
- Grand Jury
- Sheriff-Coroner
  - Animal Services
- Probation
- County Fire
- Emergency Services
- Waste Management

PURPOSE

The purpose of this budget unit is to appropriate funding needed to meet the County's financial maintenance of effort obligations for trial court funding and for Court related operations which are not a Court obligation.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	240,000	232,982	260,000	260,000	260,000
Other Charges	2,036,515	2,036,515	2,036,515	2,036,515	2,036,515
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 2,276,515	$ 2,269,497	$ 2,296,515	$ 2,296,515	$ 2,296,515
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 2,276,515	$ 2,269,497	$ 2,296,515	$ 2,296,515	$ 2,296,515
Revenues	3,438,486	3,442,314	2,771,300	2,771,300	2,771,300
General Fund Support (G.F.S.)	$ (1,161,971)	$ (1,172,817)	$ (474,785)	$ (474,785)	$ (474,785)

Source of Funds



SERVICE PROGRAMS

Courts

Provides the County's required share of financing for State Trial Court operations.

Total Expenditures: $2,036,515 Total Staffing (FTE): 0.0

Trial Court Support

Provides funding for Court operations which are not a court obligation. This is where costs for collections of court fines, forfeitures, and penalties are budgeted.

Total Expenditures: $260,000 Total Staffing (FTE): 0.0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Trial Court Funding Act changed many of the financial and operational relationships between the Superior Court and the County. Although the Superior Court is now a State agency from an operational standpoint, the County continues to have specific obligations to the Court. This budget unit provides the funding for those obligations.

The County is required to pay an annual fixed amount of $2,036,515 to the State as our maintenance of effort requirement in support of court operations. The remaining amount in this budget is the County's support cost for the fines, fees and penalties collections activities undertaken by the Court. The collection of court imposed fees, fines and penalties provide the revenues that form the basis for funding this budget.

Budgeted revenues for the next fiscal year are markedly decreased. Overall, revenues will decline by $847,137 or 23% less than the 2002-2003 fiscal year. About $620,000 of this reduction is the result of the State redirecting the revenues identified as "undesignated fees, fines and forfeitures"" from the County to the State. Along with the State's impact on revenues, there has been a declining trend in some traffic fees and fines further decreasing revenues by an additional $200,000. The revenues associated with this budget unit are projected to exceed the identified expenditures by $474,785, a 64% decline from the 2002-2003 fiscal year. While the budget continues to show a positive balance, it is important to point out that the balance only partially offsets other court related expenses that continue to be incurred by the County including:

- While the Superior Court pays many of their security and bailiff expenses, Rule 810 of the Court continues to exclude many reimbursements for supplies, services, and equipment expenses associated with security staffing expenses. All prisoner transportation costs from the jail to the Superior Court are also borne by the County.
- All costs associated with providing legal defense to indigents charged in criminal matters remain with a County obligation. (See Budget Unit 2550 – Public Defender).
- Rule 810 or AB 233 has deemed many facility costs ineligible for reimbursement.
- Some discretionary functions are performed at County cost by the Probation Department for the Court.
- Costs for psychological examinations associated with court proceedings have been shifted to the County.

The County is in discussions with the Superior Court to seek ways to enhance collections in an effort to increase revenues associated with this budget.

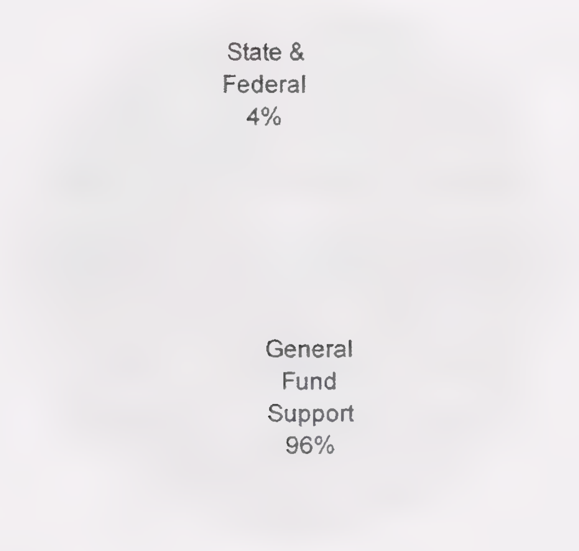
BOARD ADOPTED CHANGES

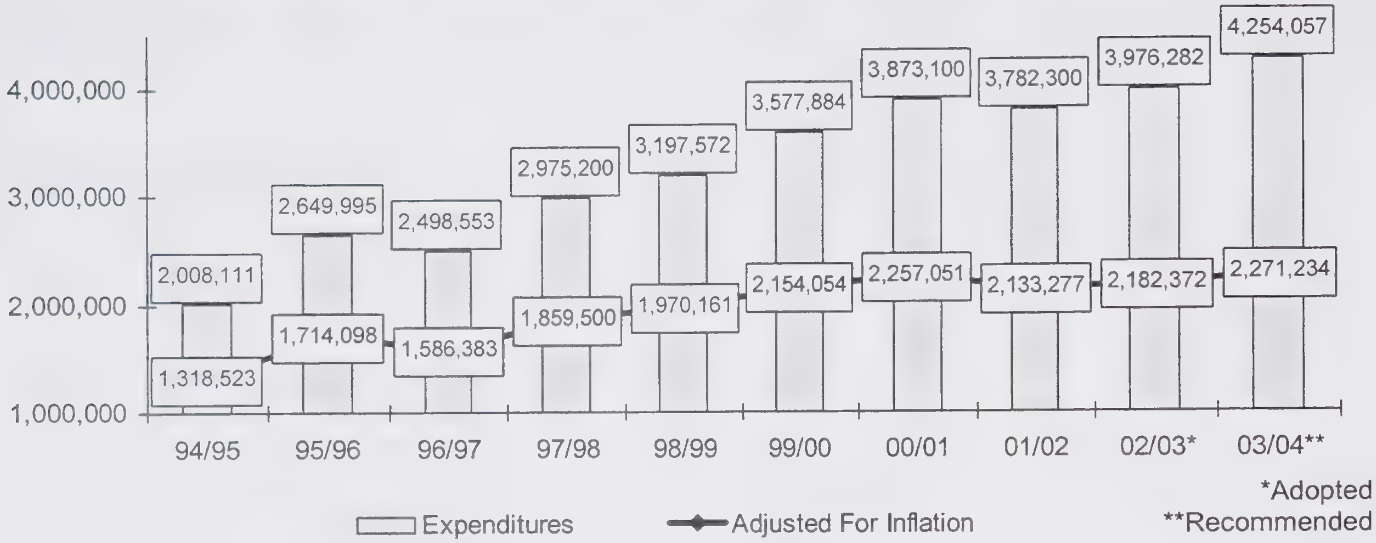
None.

PURPOSE

To provide cost effective legal defense services to defendants unable to afford private attorneys.

	2001-02	2002-03	2003-04	2003-04	2003-04
Financial Summary	Actual	Actual	Requested	Recommended	Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	3,998,783	4,164,287	4,274,057	4,254,057	4,254,057
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 3,998,783	$ 4,164,287	$ 4,274,057	$ 4,254,057	$ 4,254,057
Less Intrafund Transfers	0	87,060	0	0	0
**Net Expenditures	$ 3,998,783	$ 4,077,227	$ 4,274,057	$ 4,254,057	$ 4,254,057
Revenues	222,158	202,497	192,500	195,000	195,000
General Fund Support (G.F.S.)	$ 3,776,625	$ 3,874,730	$ 4,081,557	$ 4,059,057	$ 4,059,057


Source of Funds



10 Year Expenditures Adjusted For Inflation

SERVICE PROGRAMS

Primary Public Defender

To contract at a competitive cost for public defender services.

Total Expenditures: $2,706,663 Total FTE: 0.0

Conflict Public Defender

To contract at a competitive cost for public defender services in the event the Primary Public Defender has a conflict of interest (first level conflict indigent legal defense) .

Total Expenditures: $508,019 Total FTE: 0.0

Conflict-Conflict Public Defender

To contract at a competitive cost for public defender services in the event the Primary Public Defender and Conflict Public Defender have a conflict of interest (also referred to as the second level conflict indigent legal defense).

Total Expenditures: $264,034 Total FTE: 0.0

Conflict-Conflict-Conflict Public Defense

Court appointed attorneys not on contract with the County who provide legal counsel for indigents who cannot afford their own defense when it is determined (by the Court) that a conflict of interest exists with the County's contracted Primary, Conflict, and Secondary Conflict Public Defenders (also referred to as the third level conflict indigent legal defense).

Total Expenditures: $554,203 Total FTE: 0.0

State Institutional Legal Defense (ASH/CMC)

Provides for Court contracted and appointed attorneys to defend institutionalized indigents in criminal matters which occur at the Atascadero State Hospital and California Men's Colony.

Total Expenditures: $221,138 Total FTE: 0.0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

State law requires counties to provide legal defense for indigents accused of crimes. San Luis Obispo County, contracts with private law firms to provide public defender services. Three separate contracts provide Primary Public Defender services, First Level Conflict Public Defender services and Second Level Conflict Public Defender services. In addition, Third Level Conflict public defender services are addressed through the Superior Court appointments of private attorneys when it is determined that the three contracted firms have a conflict that could hamper a defense.

The recommended budget provides funding for the final year of the three-year contracts for public defender services. The contracts are structured to provide for annual increases that approximate consumer price index adjustments. The budget also provides funding for the private attorneys appointed by Superior Court when all three contracted law firms declare a conflict. Along with attorney expenses, the budget funds expert witness costs associated with indigent legal defense services.

The recommended budget increases expenses by $277,775 or 6% over the amount over the current fiscal year. Slightly more than half of this increase is tied to contract inflator costs and the remaining part of the increase is associated with increases in expert witness costs. Expert witness costs nearly doubled in FY 2002-2003 due to court actions that shifted costs for psychological examinations associated with court proceedings. The shift in costs is associated with a recently identified shift in County/Court responsibilities associated with the Trial Court Funding Act.

This budget unit also provides indigent legal defense services for cases that originate from Atascadero State Hospital (ASH) and the California Men's Colony (CMC). The responsibility for these legal defense services remained with the County following the Trial Court Funding Act. However, the State allows about 90% of these expenses to be offset through reimbursement revenue provided by the State.

Revenues are also increased by $12,500 or 6% over FY 2002-2003. This increase is due primarily to increased reimbursement for ASH and CMC cases. In addition, the County is working with the Court and the County Probation Department to establish better procedures for determining a defendant's ability to contribute payment for a portion of the costs associated with indigent defense. A pilot program will be established in FY 03-04 to determine the extent to which defendant payments can offset indigent legal defense costs. A key component of the pilot program is the determination of the extent to which revenues from the defendant's ability to pay program supports and exceeds the costs of obtaining reimbursement payments.

State law includes provisions that may result in criminal defense expense beyond those provided for in this budget. For example, the Court may require the hiring of a second defense counsel in death penalty cases. The County Administrative Office monitors these expenses and will apprise the Board of the need to adjust appropriations through the Quarterly Report process.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To provide cost effective Public Defender services.

Communitywide Result Link: A well governed community; A safe community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Annual number of cases reversed based on the allegation of inadequate defense.	New Measure	0	0	0	0	0

What: Counties are mandated to provide public defender services for people who are unable to afford a private attorney. The number of cases that are overturned based upon an inadequate defense measures the effectiveness of public defender services in terms of the meeting the constitutional right to an adequate defense.

Why: Providing an adequate defense is a constitutional right and promotes justice. Cases that are overturned because of an inadequate defense ultimately are more costly to taxpayers.

How are we doing? No cases were reversed based upon allegation of inadequate defense. Adequate and competent defense services are being provided through this program.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Per capita costs for public defender services.	New Measure	$15.90	$14.92	$16.12	$16.48	$17.07

What: This measure shows the per capita gross costs to provide pubic defender services.

Why: We are measuring per capita gross public defender costs in an effort to capture efficiency data.

How are we doing? The actual costs for FY 01-02 are below target due to $270,000 of special one time re-imbursement from the state for a capital case trial cost. In FY 02-03, costs for public defender services in five comparable counties have per capita costs ranging from a low of $12.30 to a high of $24.07, with the average being $20.88. While we continue to compare favorably to comparable counties, we will exceed our target due to the shift of costs for some court related psychological evaluations from the Superior Court to this budget. This will raise both the projected result and target as the costs for psychological evaluations is anticipated to add about $100,000/yr of cost to this budget.

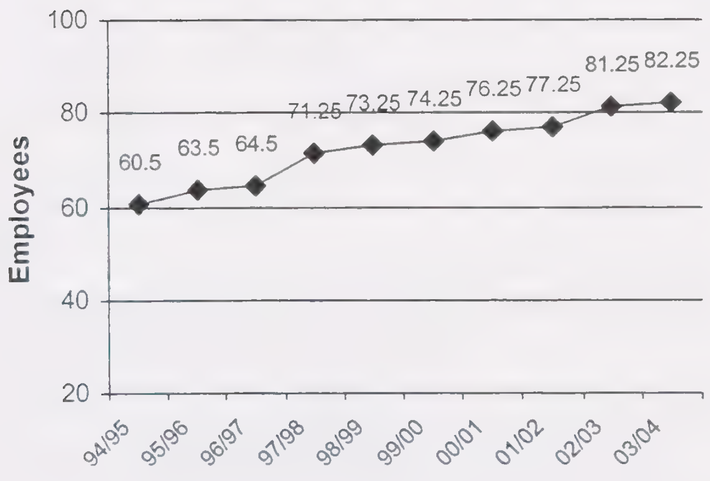
MISSION STATEMENT

To promote crime prevention and protect the rights and ensure the safety of the citizens of California within the County of San Luis Obispo through criminal prosecutions, civil enforcement remedies, victim-witness services and family support criminal enforcement actions, all in accordance with federal and state constitutions, statutes and case law.

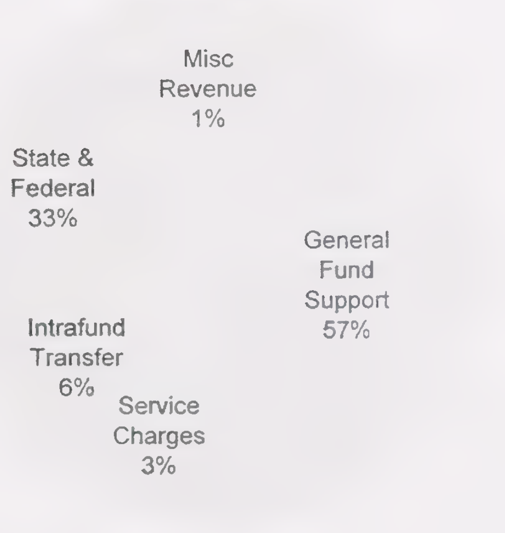
Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 7,285,967	$ 8,334,707	$ 8,624,095	$ 8,559,998	$ 8,559,998
Services and Supplies	903,398	986,626	803,647	787,097	787,097
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 8,189,365	$ 9,321,333	$ 9,427,742	$ 9,347,095	$ 9,347,095
Less Intrafund Transfers	433,538	549,729	595,308	595,308	595,308
**Net Expenditures	$ 7,755,827	$ 8,771,604	$ 8,832,434	$ 8,751,787	$ 8,751,787
Revenues	3,296,526	3,033,243	3,511,218	3,428,468	3,428,468
General Fund Support (G.F.S.)	$ 4,459,301	$ 5,738,361	$ 5,321,216	$ 5,323,319	$ 5,323,319

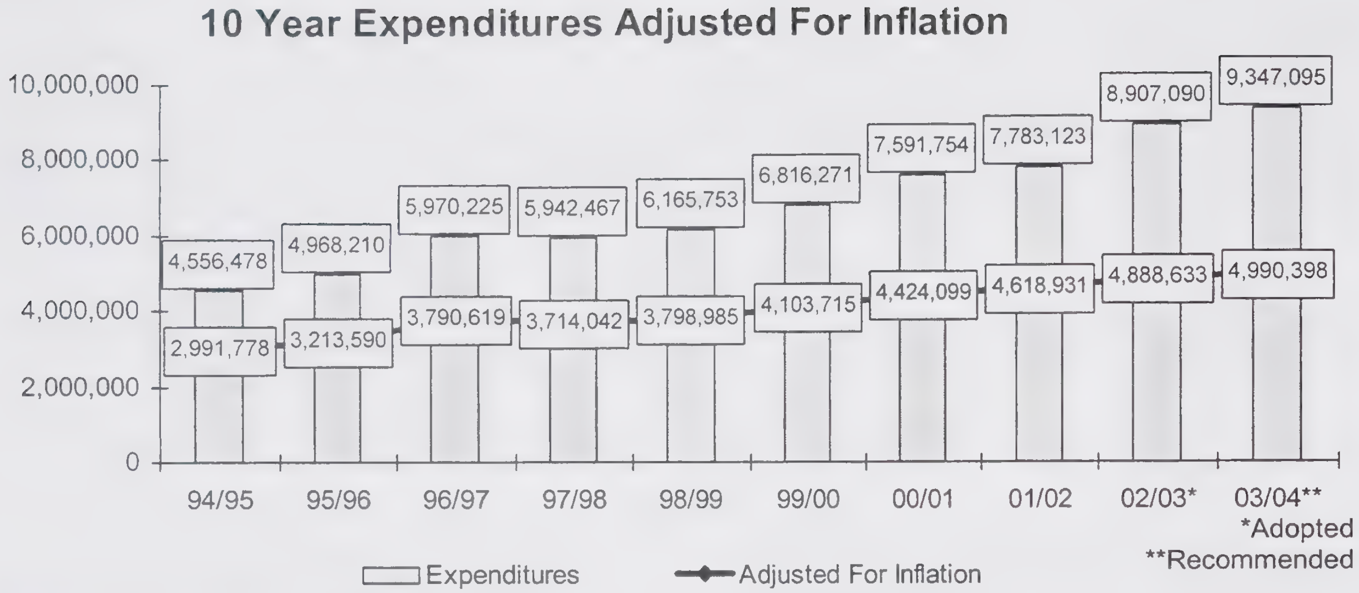
Number of Employees

(Full Time Equivalent)



Source of Funds





SERVICE PROGRAMS

Administration

To provide overall policy development, program supervision, fiscal and personnel administration, automation management and community relations.

Total Expenditures: $866,288 Total Staffing (FTE): 6.25

Consumer/Environmental

To investigate and pursue legal remedies to resolve consumer and environmental complaints.

Total Expenditures: $620,050 Total Staffing (FTE): 8.0

Victim-Witness

To assist victims with recovery from crimes and coordinate witness appearances in court.

See Budget Unit 2562 - Victim-Witness

Prosecutions

To review, file, investigate and prosecute felony, misdemeanor and juvenile criminal violations in a vigorous, efficient, just and ethical manner.

Total Expenditures: $7,860,757 Total Staffing (FTE): 68.0

DEPARTMENT COMMENTS

The District Attorney's goals include public safety promotion through efficient and appropriate use of investigation and criminal sanctions to deter criminal activity, protect society and punish criminal conduct. The annual California Crime Index (CCI) reflects the number of serious crimes in the county per 100,000 population. San Luis Obispo County regularly ranks among the four or five lowest of the 58 counties in the state as far as serious crimes.

The department has maximized the efficient use of Criminal Justice System resources by promptly and effectively handling cases. For example, the percentage of the 16,000 annual misdemeanor adult cases brought to final disposition within 90 days is approximately 96%, well above the state's annual average. By bringing such cases to trial or disposition in a timely fashion, witnesses, victims and justice are all well served.

The ongoing enhancement of law enforcement collaborative investigation efforts and communication is another area of excellence in law enforcement promoted by the District Attorney's Office. The department is involved in the following effective multi-agency task forces: Gang, Elder Abuse, Environmental Crimes, Narcotics, Sexual Offender Management, Suspect Abuse Response Team, Child Abuse Interview Team, the Domestic Violence Task Force, and the High Tech Crime Task Force.

The department also promotes a community approach to juvenile crime which blends the effective use of treatment or diversion programs with the appropriate use of criminal sanctions so as to rehabilitate juveniles and deter their criminal activity.

The department's Bad Check Unit provides services to victims who receive bad checks so that they may promptly recover restitution for non-sufficient funds (NSF) checks and to victims of other consumer fraud and environmental crime. Over $370,000 has been returned to victims in 2001-02 with a target of $385,000 in 2003-04, despite current economic conditions.

The department continues to provide Victim/Witness services and family support enforcement actions, all in accordance with federal and state constitutions, statutes and case law. Our department recently also transitioned our successful Family Support Division into the new County Office of Child Support.

During the current Fiscal Year, our department has successfully investigated and prosecuted numerous serious felonies including felony child abductions and extraditions from Colorado, murder for hire cases involving witnesses located in a half dozen states other than California, and other gang-related murder cases involving expert and lay witnesses from throughout California. In cases involving the death penalty (or other unusual cases which require inordinate amounts of prosecution time and resources) our office has worked to obtain state reimbursement, such as in the death penalty case of People v. Rex Krebs for which our county received over $3,000,000 in state reimbursement during the past Fiscal Year.

The proposed Status Quo Budget results in a 3% increase in net county cost. This budget level will, in effect, maintain existing resources and staff which were approved in the 2002-03 Board adopted budget. There are no new positions or equipment requested. The department goals and performance measures which are correlated to this Status Quo Budget will remain achievable at a budget level commensurate with 2002-03.

I believe that the county can be confident that this budget will provide the resources required to accomplish the department's goals and statutory and constitutional mandates. That is, the wise, effective, and aggressive use of those resources (including the appropriate levels of staff assignments and expenditures for expert witnesses, investigative costs, and for the expenses associated with the 11,000 subpoenaed witnesses and victims annually), in conjunction with well established office administrative practices, will allow this department to continue to pursue its primary goal of public safety.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for the District Attorney's Office maintains all existing permanent and limited term staff. The salary and benefit accounts include a $601,972, or a 7% increase over current year levels. This increase is primarily related to prevailing wage increases and the shift of the Departmental Automation Specialist (DAS) cost into the District Attorney salary structure.

The amount allocated to temporary help is decreased by $50,000 due to the reduced reliance on temporary help investigators. The fifteen staff members in the Investigation Unit of the District Attorney's Office provide sufficient staff to meet the investigation needs of the department. Three of the investigators are assigned to the Department of Child Support Services and the costs for these investigators are fully offset with State and Federal funding made available through intra-fund transfers from Child Support Services.

The service and supply accounts show a decrease of $161,967 or a 17% decrease from current year levels. Non-discretionary account decreases in county wide overhead charges, telephone charges, garage charges and the reduction in the DAS cost previously assigned as service account expenditure total $157,984 of the reduction in these accounts. Overall, the remaining service and supply accounts are near current year levels. The Professional and Special Service account is increased by $20,000, 19% over the current year. This increase is largely related to the need for special witness costs associated with seven homicide cases currently underway.

Revenues are increased by $224,746, a 7% increase from the current year. The majority of this increase is tied to better cost and reimbursement tracking for cases tied to the California Men's Colony (CMC) and Atascadero State Hospital (ASH). This along with a modest increase in anticipated SB 90 revenue and Proposition 172 revenue provide some expected level of offset to the increased costs in the recommended District Attorney budget. The General Fund Support for this budget unit is recommended to increase by $198,443, just slightly more than 4%.

Certain designated personnel costs are offset by State grant funding. It is not yet known whether the difficulties associated with the State budget will result in a loss of this funding. The recommended budget includes the department's revenue estimates for grant funds. Should substantial changes in these revenue projections occur as a result of reductions at the State level, it may be necessary to revisit the expenditures associated with this budget unit.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To promote public safety through the efficient and appropriate use of investigations and criminal sanctions so as to deter criminal activity, protect society and punish criminal conduct.

Communitywide Result Link: A safe community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
The annual California Crime Index (CCI)	940 - County CCI 1,750 - statewide county average CCI	Remain well below the statewide county average for the annual CCI	1008 - County CCI 1,845 - statewide county average CCI	Remain well below the statewide county average for the annual CCI	Remain well below the statewide county average for the annual CCI	Remain well below the statewide county average for the annual CCI

What: The CCI reflects the number of serious crimes in the county per 100,000 population.

Why: To compare our county's serious crime rate with that of other California counties. For calendar year 2000 (latest figures available), San Luis Obispo County's CCI was 980 serious crimes per 100,000 population. The statewide county average for CCI is 1,780 serious crimes per 100,000 population.

How are we doing? San Luis Obispo County ranks among the lowest of the 58 counties in the state.

Department Goal: To maximize the efficient utilization of Criminal Justice System resources by promptly and effectively handling cases.

Communitywide Result Link: A safe community; a well-governed community.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of misdemeanor cases brought to final disposition within 90 days of arraignment.	96%	96%	97%	96%	97%	97%

What: The percentage of the approximately 16,000 annual misdemeanor criminal cases which are brought to a final disposition within 90 days of arraignment as tracked by the "90-day case aging" report generated by the District Attorney's Office and the Court.

Why: To determine prosecution workload efficiency.

How are we doing? By bringing cases to trial or disposition in a timely fashion, witnesses, victims, and justice are all well served.

Department Goal: Continue to enhance law enforcement collaborative investigation efforts and communications.

Communitywide Result Link: A safe community; a well-governed community.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Annual number of serious gang prosecution cases.	20	Less than 20	17	Less than 20	Less than 20	Less than 20

What: Proactive investigation and communication efforts regarding gang cases in concert with other law enforcement agencies. A serious gang case is defined as a case involving felony charges aggravated by factors enumerated in the Street Terrorism Enforcement and Prevention Act (186 Penal Code).

Why: Gang prosecution caseload reflects the effectiveness of individualized collaborative investigation projects.

How are we doing? The county-wide Gang Task Force and Narcotics Task Force are collaborative, investigative and information sharing efforts involving a type of career criminal, gangs, which commit a disproportionate share, per capita, of serious crimes. The length of sentences obtained from several recent high-profile homicides and aggravated assaults has contributed to a reduction in gang-related cases. There were 19 serious gang prosecution cases in calendar year 2001.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of established cooperative efforts and standardized communication methods with law enforcement.	Seven state and federal grants and subsidies for the District Attorney's Office and/or other county departments.	Seven or more cooperative efforts leading to better funding and higher success rates for multi-agency investigations.	7	Seven or more cooperative efforts leading to better funding and higher success rates for multi-agency investigations.	Seven or more cooperative efforts leading to better funding and higher success rates for multi-agency investigations.	Seven or more cooperative efforts leading to better funding and higher success rates for multi-agency investigations.

What: Pooling of investigative resources and use of technologically advanced methods of communication between agencies.

Why: Successful multi-agency investigations qualified the District Attorney for State and Federal funding, and inter-agency communications provides a state leadership role in technological innovation.

How are we doing? State and federal grants and subsidies have been obtained through District Attorney and other law enforcement agency collaboration efforts involving:

1. Gang Task Force
2. Elder Abuse Task Force
3. Environmental Crimes Task Force
4. Narcotics Task Force
5. Child Abduction Investigation Prg
6. Worker's Compensation Fraud
7. Sexual Offender Mgt Task Force

Department Goal: To promote a community approach to juvenile crime which blends the effective use of treatment or diversion programs with the appropriate use of criminal sanctions so as to rehabilitate the juvenile and deter criminal activity.

Communitywide Result Link: A safe community

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of juvenile criminal prosecution petitions reviewed and filed annually.	850 cases	Less than 850 cases	800 cases	Less than 850 cases	Less than 850 cases	Less than 850 cases

What: This measures the number of new juvenile criminal petitions filed with the Superior Court per year. A juvenile petition is defined as a Superior Court document charging an individual under 18 years of age with criminal offenses enumerated within the standard California codes (such as the Penal Code and Health & Safety Code).

Why: This measure is important to track as it represents the more serious juvenile criminal activity within the county; i.e., cases which cannot be handled through probation diversion programs.

How are we doing? From 1995 to 1999, petitions averaged 1,099. In 1999, there were 951 petitions. In calendar year 2001, there were 851, consistent with current projections.

Department Goal: To provide services to victims who receive bad checks so that they may promptly recover restitution for non-sufficient funds (NSF) checks, and to victims of other consumer fraud and environmental crime.

Communitywide Result Link: A safe community; a prosperous community.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Bad check recovery ratio and recovery totals.	65% and $330,000 restitution to victims	65% and $330,000 restitution to victims	65% and $330,000 restitution to victims	65% and $375,000 restitution to victims	65% and $330,000 restitution to victims	65% and $330,000 restitution to victims

What: Percentage of recovery on bad check cases processed by the Bad Check Unit and the amount of restitution recovered.

Why: The higher the collection percentage and amount of restitution recovered, the more effective the program.

How are we doing? Because of administrative fees charged to the bad check writer, the program costs are substantially covered by the administrative fees. Collections exceeded traditional private agency rates at no cost to the victim. Other counties have modeled their District Attorney Bad Check Programs upon San Luis Obispo.

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Average restitution recovery period from case opening.	80 days	70 days	60 days	65 days	65 days	65 days

What: The average number of business days required to recover restitution for victims.

Why: The more rapid the case initiation and restitution recovery, the more prosperous and healthy the community.

How are we doing? The Bad Check Division initiates cases involving 7,500 checks per year, within an average case opening period of four (4) days and an average restitution recovery period of seventy (70) days.

Department Goal: To improve the standard of living of the children we serve by increasing the overall annual child support collected and distributed.

Communitywide Result Link: A healthy community; a prosperous community.

8. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of case referrals from Department of Child Support Services reviewed within fifteen days	New Measure	New Measure	New Measure	98%	98%	98%

What: The prompt initiation of child support criminal enforcement actions when legally justified.

Why: The efficiency of case processing and enforcement action is directly related to the success of collection efforts.

How are we doing? The referrals will begin after July 1, 2002.

Department Goal: Assisting victims to recover from the aftermath of crime and minimizing the inconvenience to witnesses involved in the criminal justice system.

Communitywide Result Link: A safe community; a healthy community.

9. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
The annual number of direct, coordinated services to victims and the coordination of subpoenaed witnesses.	2,500 victims/ 12,000 subpoenaed witness court appearances	2,500 victims/ 12,000 subpoenaed witness court appearances	2,900 victims/ 10,300 subpoenaed witness court appearances	2,700 victims/ 11,000 subpoenaed witness court appearances	2,800 victims/ 10,500 subpoenaed witness court appearances	2,800 victims/ 10,500 subpoenaed witness court appearances

What: The number of crime victims served by the Victim Witness Division and the number of subpoenaed witnesses notified.

Why: Notification and coordination of, and assistance to, witnesses and crime victims regarding the criminal justice system enhances public safety.

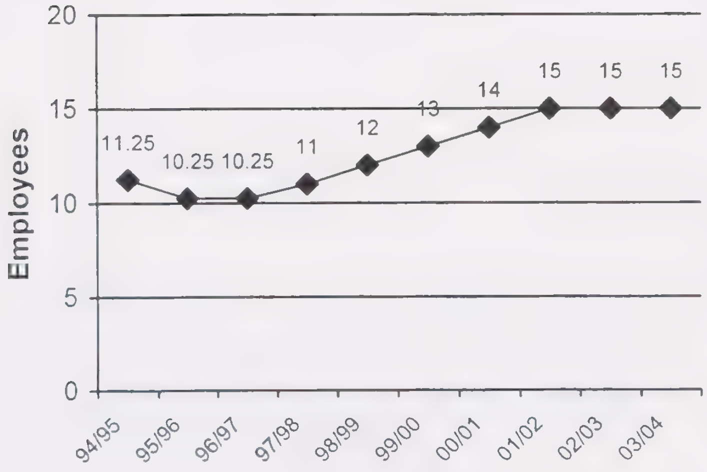
How are we doing? Please see Budget Unit 2562, District Attorney Victim/Witness Division, for other goals and performance measures incorporated herein by reference.

MISSION STATEMENT

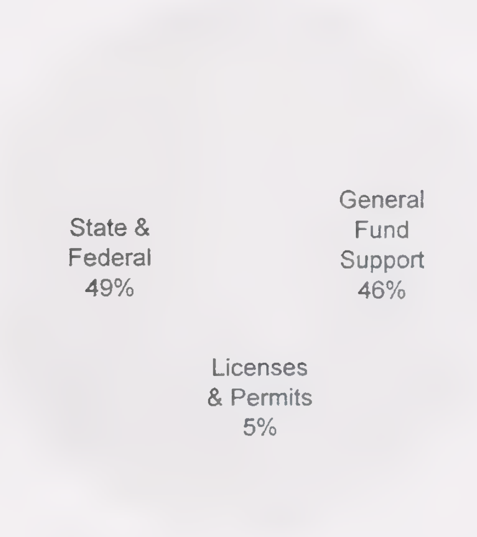
To provide assistance to victims of crime and their families and to coordinate witness appearances in court.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 778,984	$ 857,783	$ 908,788	$ 904,038	$ 904,038
Services and Supplies	188,220	175,252	210,149	203,613	203,613
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 967,204	$ 1,033,035	$ 1,118,937	$ 1,107,651	$ 1,107,651
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 967,204	$ 1,033,035	$ 1,118,937	$ 1,107,651	$ 1,107,651
Revenues	576,131	554,234	606,047	596,061	596,061
General Fund Support (G.F.S.)	$ 391,073	$ 478,801	$ 512,890	$ 511,590	$ 511,590

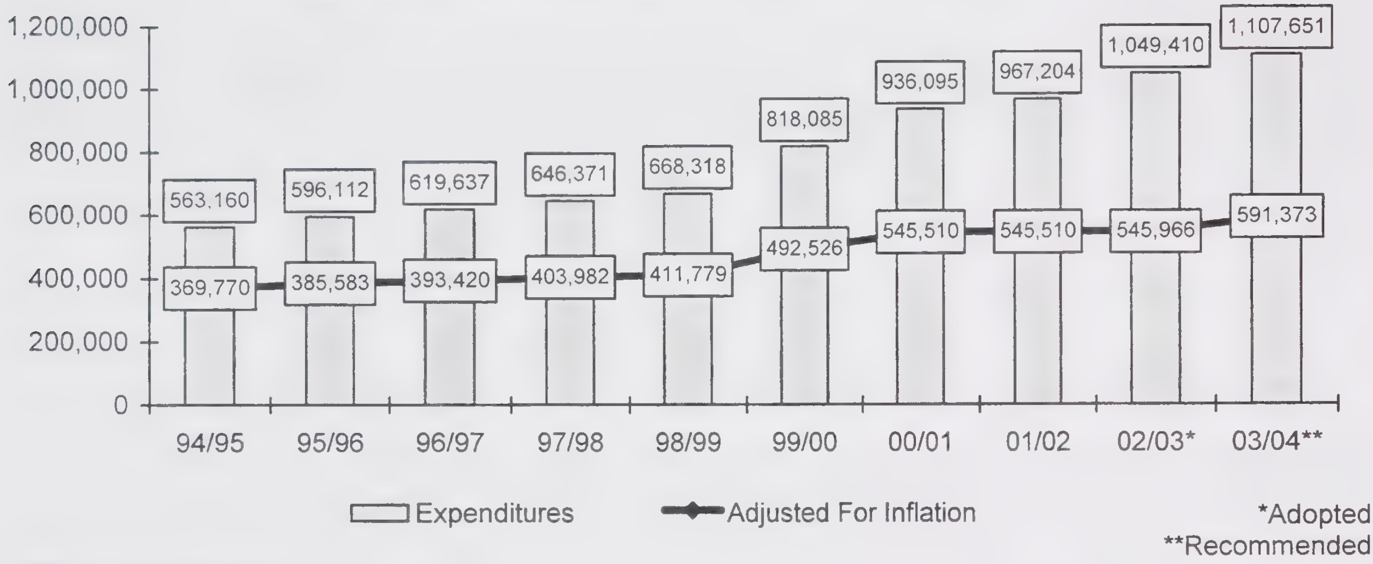
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Victim Assistance

Review police reports and respond to law enforcement and other requests to assist victims of crime; provide services including, but not limited to, crisis counseling, emergency needs, case information/status, and court escort; assist victims in recovering crime-related losses through assistance with state compensation claims and court-ordered restitution.

Total Expenditures: $886,121 Total Staffing (FTE): 12.0

Witness Assistance

Provide services to civilian and law enforcement witnesses to support the successful prosecution of cases and to reduce unnecessary court appearances. Services include, but are not limited to, witness check-in, case status information, on-call and call-off assistance, court escort and orientation, transportation and accommodation assistance.

Total Expenditures: $221,530 Total Staffing (FTE): 3.0

DEPARTMENT COMMENTS

The Victim/Witness Division of the District Attorney's Office provides a wide array of assistance services to victims of crime and their families and coordinates witness appearances in court. Through the provision of these services, San Luis Obispo County assures that our crime victims and witnesses are afforded their statutory rights to be informed, notified and heard and for eligible victims to receive compensation from the state.

The division served over 3,000 new crime victims in 2001-02 and through a collaboration with the State verified crime compensation claims for award of losses well within the 90-day requirement. In addition, this division increases criminal justice efficiency by mailing subpoenas and confirming them by phone, saving over $200,000 per year in subpoena process serving costs. (For a subpoena to have legal effect, it must be personally served or mailed and its receipt confirmed.) The division also provides information to the community about the effects of crime victimization, services available and prevention efforts, as well as training of law enforcement, medical personnel and other service providers on the rights of crime victims and Victim/Witness services.

The proposed Status Quo Budget results in a modest 9% increase in net county cost. This budget level will maintain existing resources and staff which were approved in the 2002-03 Board-adopted budget. There are no new positions or new equipment requested. The division goals and performance measures will remain stable and at a level commensurate with 2002-03 projections.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for the Victim/Witness Division of the District Attorney's Office includes funding for all staff positions that exist in the current fiscal year. Prevailing wage increases cause the salary and benefit accounts to increase by $56,335 or 6% over the current year. Service and supply accounts are increased by $1,906, or less than 1%. Countywide overhead charges of $11,428 are largely offset by reductions in other sub-accounts in the service and supply category.

Revenues from State grant funding for victim service programs offset about half of the expenses for this division. The Victim/Witness Division proposes FY 2003-2004 State grant funding revenues to be about the same level as the current year. However, difficulties with the State budget leave the exact amount of available State Revenue for fiscal year 2003-2004 somewhat uncertain. Reductions in State revenues for this division could result in a future recommendation to reduce expenditures in proportion with the reduced revenues. As over 80% of all expenses in this budget are related to staff costs, potential future recommended reductions in expenditures would likely involve staff reductions and a concurrent reduction in some service programs that were funded with State revenues.

State reimbursement from California Men's Colony (CMC) cases is shown as increasing by $15,000. As the Victim/Witness division increases its support of District Attorney activities associated with the prosecution of cases originating at CMC, there is a concurrent increase in reimbursement from this source. Overall, revenues are increased by $16,475 or 2%.

The General Fund support level for this budget increases by $41,766, or 8% over the current year. While the recommendation funds essentially a Status Quo operational level for this division, it will be important to monitor the State budget for changes that may effect the revenue levels recommended in this budget.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To reduce the effects of crime on victims, family members, and the community.

Communitywide Result Link: A safe community; a well-governed community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of new victims assisted by providing referrals to appropriate law enforcement and social service agencies.	100%	100%	100%	100%	100%	100%

What: Victim/Witness staff act as a liaison between crime victims and other service agencies. This tracks the percentage of victims that are helped to recover from crime by providing appropriate referrals for services.

Why: This helps us determine how effectively we reduce victim's confusion and frustration with the criminal justice system and ensure correct contacts are made between victims and agencies/services.

How are we doing? Last year, of 3,117 new crime victims served, 100% received referrals. This represents a 20% increase in victims assisted over the prior year. However, should staffing levels be reduced due to budget constraints, projected results may be adversely affected.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of new victim compensation claims filed and verified for state reimbursement of financial losses in 90 days.	100%	100%	100%	100%	100%	100%

What: Victim compensation for crime-related financial losses is based upon accurate determination of losses and application to the state for compensation.

Why: To ensure that verification and state reimbursement for crime-related victim losses occur within 90 days of receiving application.

How are we doing? Verification of all crime compensation claims for award of losses for San Luis Obispo county victims is consistently completed well within the 90-day requirement. Last year, Victim/Witness prepared 457 victim compensation claims on behalf of victims and provided 1,882 assistances regarding claims. This is an increase from 401 and 1,384, respectively, over the prior year. Our county provides local verification of state claims which expedites the processing and payment of claims for victims in a time frame consistently faster than state processing.

Department Goal: To increase the criminal justice efficiency response to crime victims and witnesses.

Communitywide Result Link: A safe community; a well governed community.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of subpoenaed witnesses assisted by Witness Coordinator staff who appear for court as required.	99%	99%	99%	99%	99%	99%

What: By providing stand-by and case status updates and other assistance to subpoenaed witnesses, we help avoid unnecessary, costly and time-consuming court appearances in the criminal justice system. This measure tracks the effectiveness of this program.

Why: To improve the cooperation of civilian and non-civilian witnesses with the prosecution of cases and to avoid interruption of personal and work schedules of witnesses.

How are we doing? Over 99% of subpoenaed witnesses appear for court as required. (Approximately 1 of 100 we are unable to locate.) Last year, 11,033 subpoenas were issued by the District Attorney's Office for civilian and officer witnesses.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of civilian witnesses who receive mailed subpoenas and which subpoenas are confirmed by Victim/Witness. *Measure modified this year to more accurately reflect the effectiveness of witness coordination contact with witnesses receiving mailed subpoenas.	85%	95%	85%	85%	85%	85%

What: For a subpoena to have legal effect, it must be personally served or mailed and its receipt confirmed. This measure tracks the percentage of mailed subpoenas that are confirmed by Victim/Witness in an effort to save law enforcement the time and expense of personally serving subpoenas.

Why: This demonstrates how cost effectively we confirm the receipt of mailed subpoenas to civilian witnesses.

How are we doing? By mailing subpoenas and confirming them by phone, we save over $200,000 per year in Sheriff's Civil Division salaries and travel expenses.

Department Goal: To educate and inform the community about the effects of crime victimization, services available and prevention efforts.

Communitywide Result Link: A safe community; a well governed community.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of community presentations or outreach efforts conducted regarding crime victimization and services provided by Victim/Witness.	100	100	117	100	100	100

What: Presentation of programs and outreach are utilized to educate citizens regarding victimization resulting from criminal conduct as well as crime prevention.

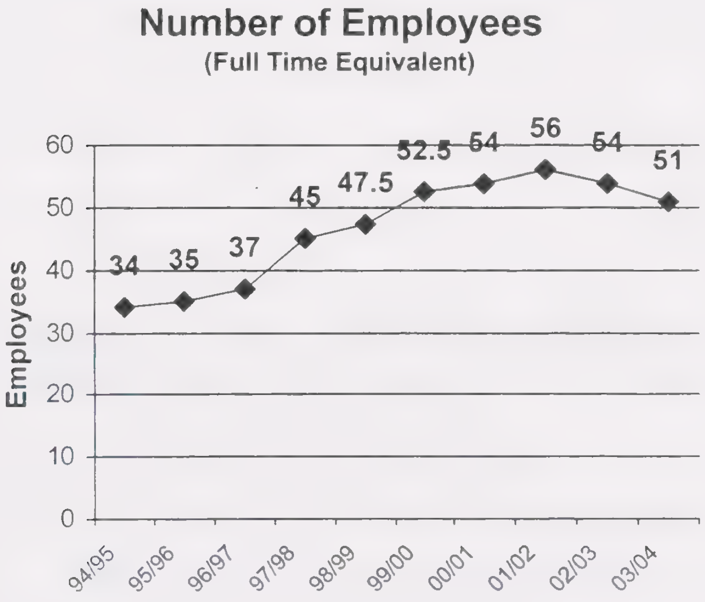
Why: To ensure that members of the public know and understand the effects of crime and to promote safety and crime prevention.

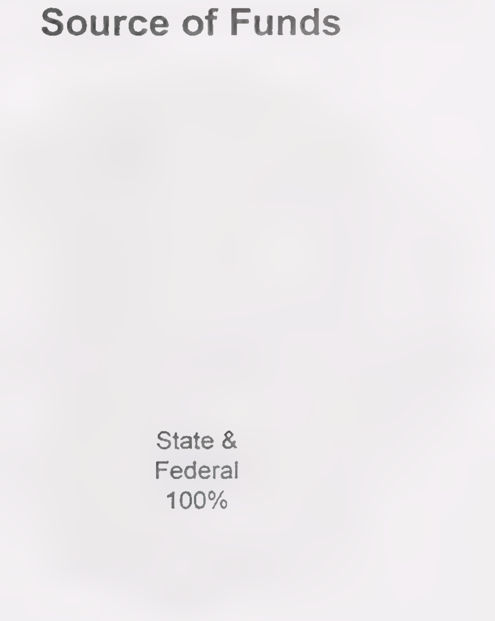
How are we doing? We are exceeding the objectives established in our state grants. However, if staff reductions are necessary due to budget constraints, projected results may be adversely affected. Evaluation surveys are under development to measure participants' reported increased knowledge and safety following presentations.

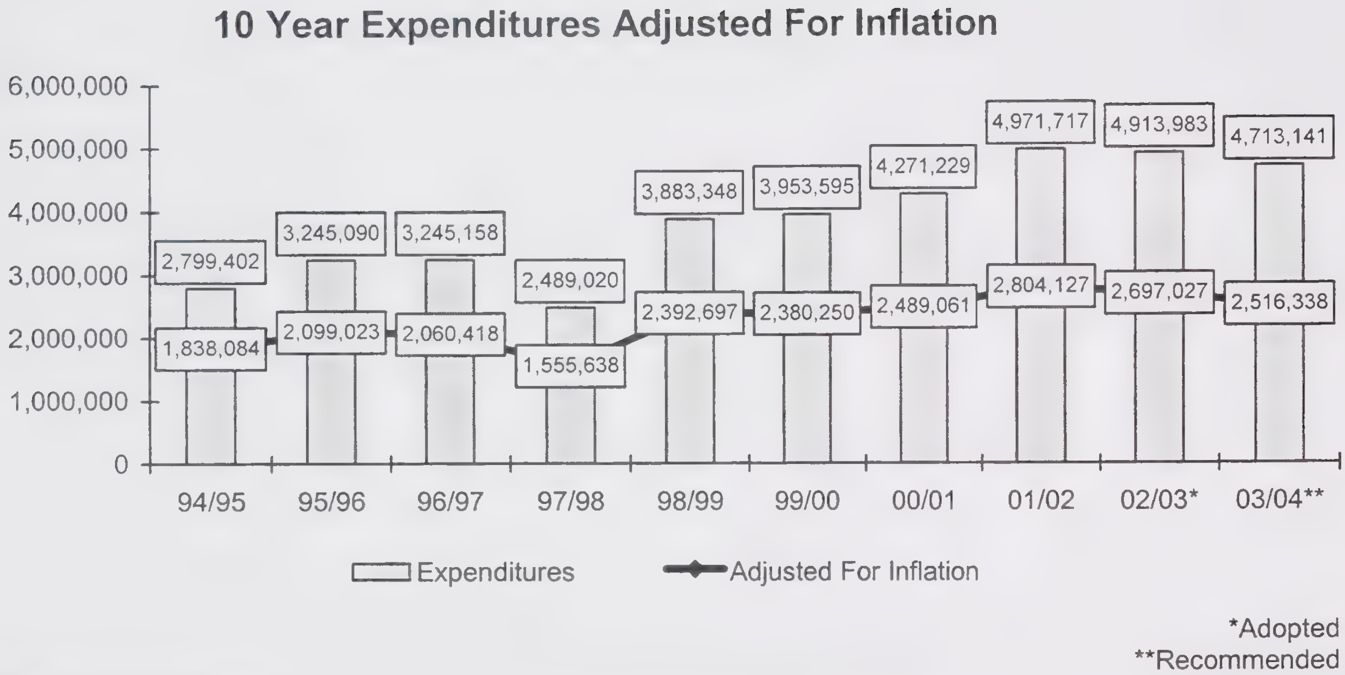
MISSION STATEMENT

To improve the standard of living of the children we serve by ensuring that the children whose parents reside in our community receive the financial support to which they are entitled by law.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 2,924,100	$ 2,944,283	$ 2,847,083	$ 2,847,083	$ 2,847,083
Services and Supplies	1,989,712	1,954,602	1,866,058	1,866,058	1,866,058
Other Charges	0	0	0	0	0
Fixed Assets	57,905	11,520	0	0	0
**Gross Expenditures	$ 4,971,717	$ 4,910,405	$ 4,713,141	$ 4,713,141	$ 4,713,141
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 4,971,717	$ 4,910,405	$ 4,713,141	$ 4,713,141	$ 4,713,141
Revenues	4,592,199	4,425,254	4,713,141	4,713,141	4,713,141
General Fund Support (G.F.S.)	$ 379,518	$ 485,151	$ 0	$ 0	$ 0







SERVICE PROGRAMS

Child Support Assistance to Families

Ensure prompt establishment and collection of child support for children who reside in our community or children whose non-custodial parent resides in the county. Interview and open case files for child support applicants, conduct paternity investigations, establish paternity and child support judgments, and enforce court orders to collect child support.

Total Expenditures: $4,713,141 Total Staffing (FTE): 51.0

DEPARTMENT COMMENTS

Attached is our completed Phase II-Funding Request for fiscal year 2003/2004. As a result of the anticipated cut to our State revenue allocation, the Department of Child Support Services proposed budget will decrease $196,237 from fiscal year 2002/2003 projected actuals. This 4.2% decrease is the result of staff reduction and expected salary savings, and cuts to our service and supply accounts.

The San Luis Obispo Department of Child Support Services continues to rank among the top counties statewide in all areas of performance which are measured by the State. Our public outreach efforts have been very successful, and school and community education participation levels are high. The 15.4 million dollars of child support collected during the past fiscal year represents a 3% increase in collections over the prior fiscal year.

\We are in the final process of developing a comprehensive Quality Assurance and Program Improvement Plan which will address specific goals and objectives in order to further improve the office performance. Our proposed 7% reduction in work force will require shifting resources, and may impact our ability to improve performance.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Department of Child Support Services provides assistance with the collection of court ordered child support payments from non-custodial parents. This State required function is funded by a combination of Federal and State funding sources. Federal Financial Participation provides about 66% and State funding covers the remaining 34%. The State plays a large role in providing budget and operational guidance for this department and to some extent, may propose requirements that the department is obligated to implement.

There is no recommended General Fund contribution to this budget unit. However, the State has reduced the funding allocation for the next fiscal year. The reduced allocation by the State causes a $196,237 reduction in expenditures and revenues for this budget unit. As the operational expenses of this department have historically been entirely offset by non-General Fund dollars allocated by the State, the 4% decline in the State's allocation to the department must be made up through reductions in expenditures. The 4% decline in funding from the State is further compounded by unavoidable cost increases associated with prevailing wage increases.

In response to the decline in available funding, the department will eliminate one Legal Clerk and two Administrative Assistant positions. The reduction of support staff positions may have some effect upon the ability of the department to meet the targets established in the department's performance measures. However, this department has performed at a high level and continues to rank as one of the top performing child support agencies in the State.

The department provides $525,585 in funds to the District Attorney. These funds pay for three full time investigators and the services of a Deputy District Attorney that provide investigation and prosecution services to Child Support Services.

As part or the State's response to the budget crisis, the State has proposed that Federal penalties associated with the State's inability to enact a statewide child support database and computer system be passed on to Counties. The State proposes that the penalty payment be paid using county General Fund dollars. The payment penalty for San Luis Obispo County is estimated to be about $325,000. This is not included in the budget for this department. Should the State enact budget legislation that requires payment of this penalty, we will return to the Board with a budget adjustment in the specific amount of the penalty payment.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To ensure that children receive the support benefits they are entitled to as quickly as possible.

Communitywide Result Link: A Well-governed Community; A Healthy Community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of cases with unwed mothers in which paternity is established within six months of locating the non-custodial parent.	80.91%	Revised Measure Projected Results 85%	83.7	85%	90%	90%

What: Paternity testing is used to establish the requirements of child support.

Why: To ensure that paternity is established within a timely fashion so that children can receive the benefits to which they are entitled.

How are we doing? The statewide average for fiscal year 00-01 was 69.60%.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of cases with a court order for child support.	94%	90%	93.55%	90%	93%	93%

What: Support orders are the legal documents which establish child support.

Why: The more cases with support orders established, the more child support is collected ensuring the financial support to which the children are entitled.

How are we doing? San Luis Obispo County ranks 2nd highest in the state for securing court orders for child support. Please note it is not possible to attain 100% because a portion of our caseload is always in the process of establishing paternity and support, and a small percentage of our caseload involves non-custodial parents whose identity or whereabouts are unknown. The statewide average for fiscal year 00-01 was 71.88%.

Department Goal: To improve the standard of living of the children we serve by ensuring a high percentage of child support collections.

Communitywide Result Link: A Healthy Community; A Prosperous Community.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of current support collected.	60.21%	Revised Measure Projected Results 85%	61%	60%	61%	62%

What: The total current support collected during the course of the year as compared to the total amount of current support owed during the course of the year.

Why: So that children receive the financial support to which they are entitled.

How are we doing? The Department aggressively pursues collection from non-custodial parents who owe current support. We expect to be in the top 5 statewide when the State begins ranking counties in this category. The statewide average for fiscal year 00-01 was 40.09%. Please note that a percentage higher than 60% is difficult to attain because many non-custodial parents are unemployed, incarcerated, disabled or absent from the county with whereabouts unknown. The State has changed this measurement commencing fiscal year 00-01.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of cases determined to be "in compliance" by state audit.	97.5%	95%	95.7%	98%	95%	95%

What: The state conducts case reviews on an annual basis evaluating 7 factors (establishment, review, enforcement, collections & distribution, interstate, medical support, and case closure).

Why: To ensure compliance with legal requirements.

How are we doing? 80% compliance is required to pass audit. This Department has never failed an audit and consistently exceeds the 80% requirement.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of child support that are in arrears and payment is made toward arrears.	68.46%	Revised Measure Projected Results 70%	66%	70%	69%	71%

What: This measures the collections on cases where arrears are owed and collected.

Why: So that children receive the financial support to which they are entitled.

How are we doing? The statewide average for fiscal year 00-01 was 56.05%

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Total child support dollars collected per $1.00 of total expenditure.	Top third of Counties ($3.51)	Top third of counties.	Not yet reported.	Top third of counties.	Top third of counties.	Top third of counties.

What: This is an efficiency measure relating to the cost effectiveness of collection activities.

Why: To ensure that the cost of collection activities compares favorably to other counties state-wide.

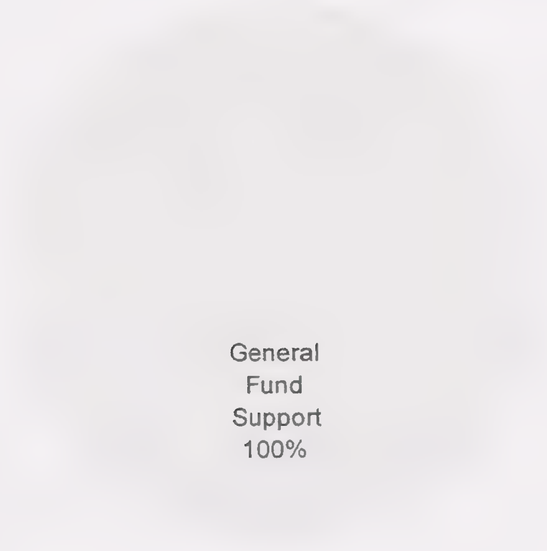
How are we doing? Results will be reported by the State with a one-year delay. San Luis Obispo currently ranks in the top third of all counties. For '00-01, Child Support Services collected approximately $15.1 million in child support for children in the county.

PURPOSE

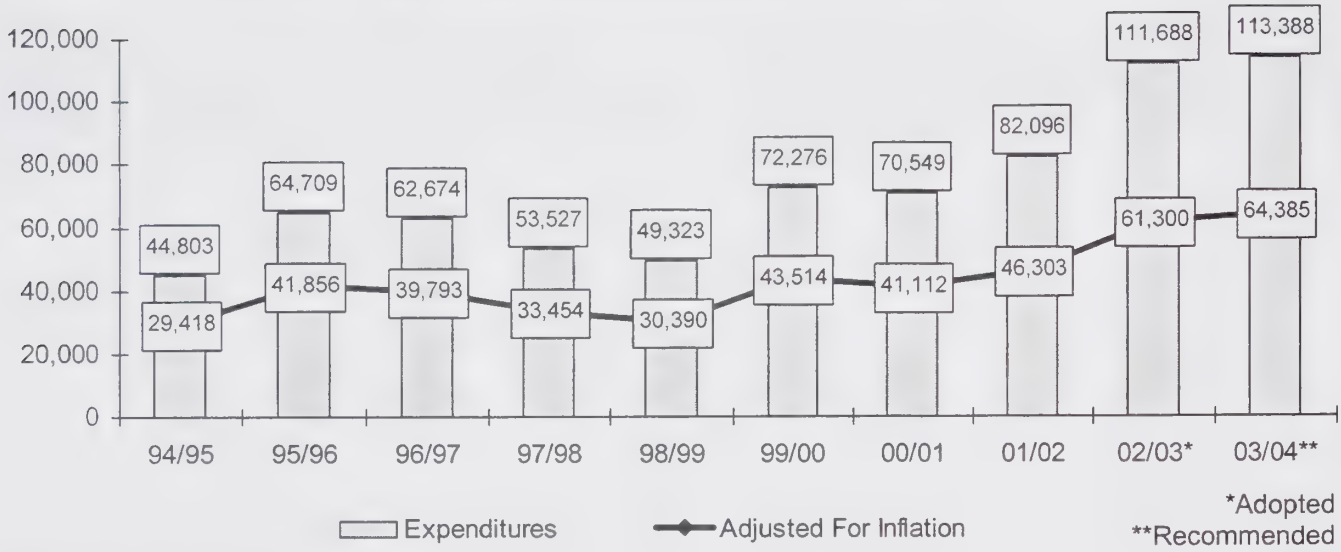
To review the operation and management of certain public entities and recommend corrective action where appropriate. To investigate allegations of misconduct and violations of law.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 12,196	$ 23,269	$ 24,599	$ 24,599	$ 24,599
Services and Supplies	69,900	79,829	89,755	88,789	88,789
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 82,096	$ 103,098	$ 114,354	$ 113,388	$ 113,388
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 82,096	$ 103,098	$ 114,354	$ 113,388	$ 113,388
Revenues	0	0	0	0	0
General Fund Support (G.F.S.)	$ 82,096	$ 103,098	$ 114,354	$ 113,388	$ 113,388

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Committee Investigations

To fulfill the responsibility of reviewing county, city and other public entity operations and management, certain departments and agencies are selected each year for thorough committee investigation. Interim or final reports, which acknowledge needs, recommend improvements and suggest possible corrective measures, are prepared for submission to the Board of Supervisors.

Total Expenditures: $90,710 Total Staffing (FTE): 0.4

Special Investigations

With the approval of the Superior Court, the Grand Jury may order special audits and special investigations of various county and city government operations.

Total Expenditures: $22,678 Total Staffing (FTE): 0.1

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Grand Jury investigates and reports on the operation of local governments in the County. Grand Jury members are recruited and appointed by the Superior Court. However, State law requires that counties provide support for the operation of the Grand Jury. The County General Fund is the only source of funding for Grand Jury operational expenses. The County provides support staff, operational funding and facilities for the Grand Jury.

This budget unit funds the operational expenses of the Grand Jury. These expenses include a half time Administrative Assistant position to support jury report preparation and office management, grand juror training, the $15/day grand juror per diem, grand juror mileage reimbursements, printing and other operational expenses.

Creation of a permanent support position and revisions to the per diem in FY 2002-2003 resulted in a substantial increase in the Grand Jury budget. Budgeted expenses now provide an adequate level of operational funding. The proposed Grand Jury budget is increased by a modest $1,700 or about 1% more than the current year. The increase is primarily due to prevailing wage adjustments for the permanent Administrative Assistant position.

BOARD ADOPTED CHANGES

None.

MISSION STATEMENT

We, the members of the San Luis Obispo County Sheriff-Coroner's Department, in partnership with the public, are Sworn to Serve.

We will perform the mandates placed upon the Office of the Sheriff-Coroner, investigate crime, enforce laws, prevent criminal activity, and determine the method and manner of suspicious death.

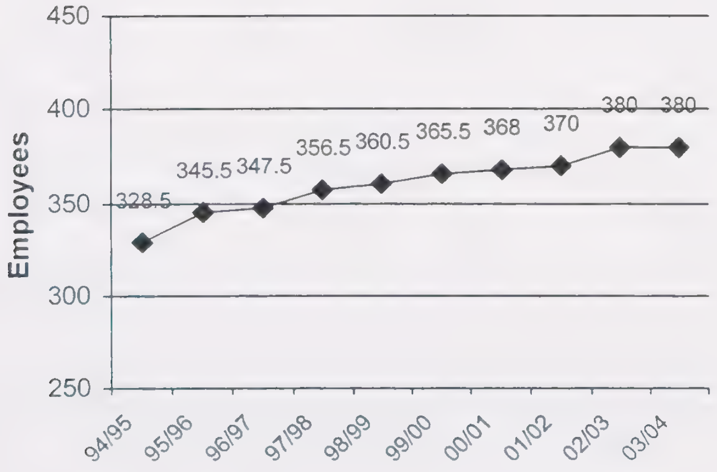
We will maintain the county jails and prisoners committed therein as prescribed by law in a fair and humane manner.

We will serve the Superior Court by providing court security, service of civil process, and the execution of lawful orders of the court.

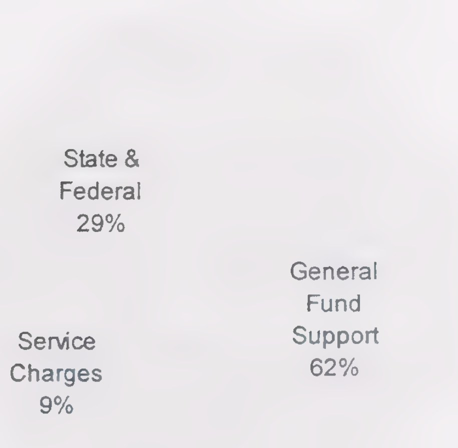
Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 28,149,167	$ 30,506,371	$ 31,976,540	$ 31,510,872	$ 31,510,872
Services and Supplies	3,613,073	4,264,053	4,169,439	4,056,979	4,056,979
Other Charges	367,309	0	0	0	0
Fixed Assets	350,433	374,523	14,000	0	0
**Gross Expenditures	$ 32,479,982	$ 35,144,947	$ 36,159,979	$ 35,567,851	$ 35,567,851
Less Intrafund Transfers	113,664	91,506	101,168	101,168	101,168
**Net Expenditures	$ 32,366,318	$ 35,053,441	$ 36,058,811	$ 35,466,683	$ 35,466,683
Revenues	14,080,602	15,363,613	13,852,755	13,952,592	13,952,592
General Fund Support (G.F.S.)	$ 18,285,716	$ 19,689,828	$ 22,206,056	$ 21,514,091	$ 21,514,091

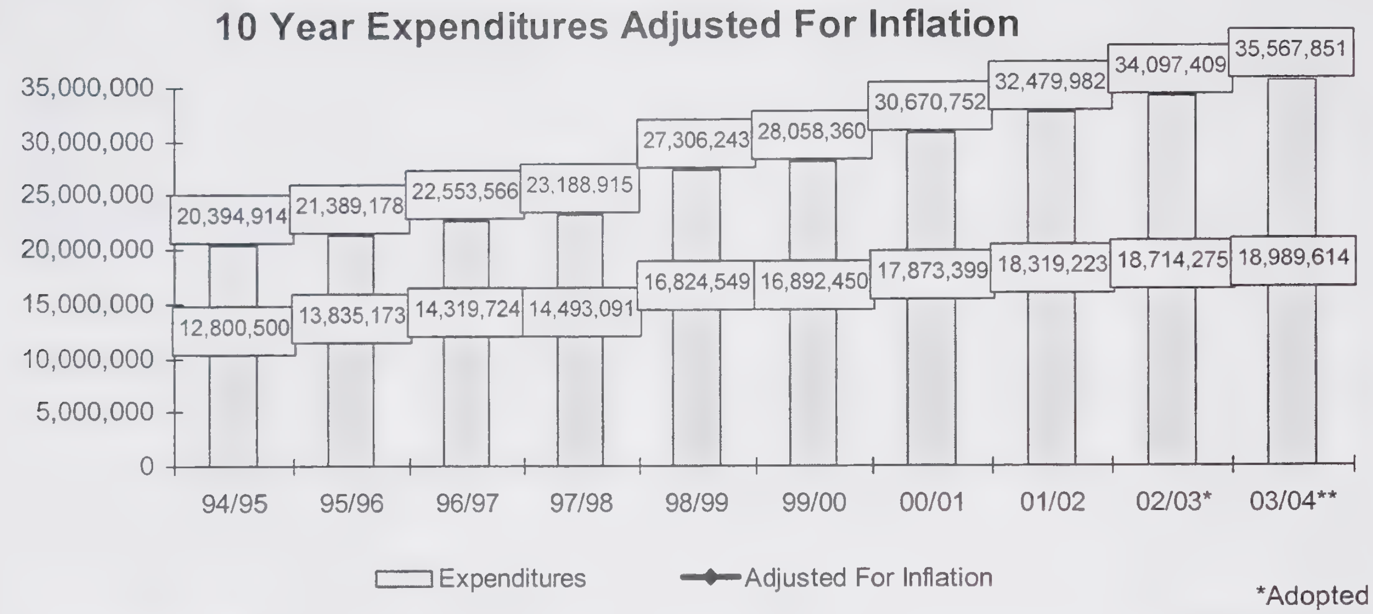
Number of Employees

(Full Time Equivalent)



Source of Funds





*Adopted
**Recommended

SERVICE PROGRAMS

Administration

Direct, coordinate, and control the functions of the Department of Sheriff-Coroner-Marshal.

Total Expenditures: $603,160 Total Staffing (FTE): 4.0

Administrative Services

Provide training as required by the California Commission on Peace Officer Standards and Training (P.O.S.T.) and California Board of Corrections for all peace officers and correctional offices, and for other employees as needed.

Total Expenditures: $900,857 Total Staffing (FTE): 7.0

Automation Services

Provide automated support, computer systems and statistical information to all divisions of the Sheriff-Coroner's Department.

Total Expenditures: $533,952 Total Staffing (FTE): 4.0

Civil

Receive and serve all civil processes and notices including summons, complaints, attachments, garnishments, and subpoenas. Provide bailiff services to the Courts.

Total Expenditures: $2,436,133 Total Staffing (FTE): 26.5

Custody

Operate the County Jail; provide custodial care, vocational training, rehabilitative services, booking, food services, inmate work assignments, alternate forms of incarceration, operation of the court holding facilities and transportation of jail inmates to and from court.

Total Expenditures: $13,111,997 Total Staffing (FTE): 161.0

Detectives

Investigate criminal activities and prepare for prosecution where indicated, provide coroner investigative functions, and determine the circumstances, manner, and the cause of all violent deaths. Coordinate a countywide crime prevention program designed to educate the residents of the County in security and prevention techniques and precautions.

Total Expenditures: $2,333,130 Total Staffing (FTE): 19.0

Fiscal Services

Provide budget, payroll, accounting support, grant management and staff studies for all divisions of the Sheriff-Coroner's Department.

Total Expenditures: $930,119 Total Staffing (FTE): 5.0

Patrol

Preserve the peace, respond to citizen's requests for assistance, and prevent criminal activity.

Total Expenditures: $12,535,180 Total Staffing (FTE): 128.0

Records and Warrants

Processes, stores, and maintains Department criminal records and warrants; receives and processes permit applications; coordinates extraditions; fingerprints applicants, and registers all sex, drug, and arson offenders residing within the Sheriff's Department's jurisdiction.

Total Expenditures: $710,328 Total Staffing (FTE): 12.5

Special Operations

Conduct investigations involving illegal drug possession and sales, unlawful activity associated with criminal street gangs and augment Patrol in addressing special problems in communities.

Total Expenditures: $1,472,995 Total Staffing (FTE): 13.0

DEPARTMENT COMMENTS

For the second year in a row, due to a serious budget deficit in Sacramento, no additional positions are being requested for funding through the county. Three additional deputy positions were allocated in 2002-03 to meet a federal mandate to have a law enforcement presence at the airport. Monies from the Transportation Security Administration (TSA) fund those positions and it is anticipated that those positions will continue to be funded past the current contract expiration date of December, 2003.

While no new positions are being requested, demands on the department continue to grow. Population growth and tourism result in additional demands on Patrol resources. Increased housing in more rural areas of the county result in more calls for service away from the major population centers, which draws patrol deputies out of communities where they have historically concentrated patrol effort. The department continues to respond to terrorist-related issues, increasing directed patrol at some sites that are high profile with the public in other areas that generally don't draw public attention.

The department has maintained a presence at the county airport with the deputies dealing with hundreds of passengers each day. The assigned deputies have gone through a transition with the implementation of the federal program that has replaced airline personnel with government screeners and has seen the installation of enhanced screening equipment. The department also participated in a highly successful nuclear power plant drill. This drill, for the first time in the United States, contained a terrorist-related component that tested the ability of the department and the county to respond to various scenarios. Federal representatives, looking for flaws in the county's emergency plan and response, gave the department and the county the highest of compliments for proper response and noted cooperation and communication as outstanding.

Also, during this past year, the department opened a new patrol station in the community of Oceano. Again, cooperation between the department, the community services district and the county has allowed the Sheriff's Department to re-establish close ties with Oceano and improve coverage in the greater Nipomo Mesa area. The department, in conjunction with General Services, is currently working on plans for a new patrol station in Templeton.

While the department has voluntarily left some existing positions unfilled, it is not without cost. Unfilled positions, coupled with employees off on injury, does result in reduced coverage on patrol and less inmate supervision in the jail. The jail population is increasing. In 2001, there were 128 incidents of threatened suicide, attempted suicide or other behavior that warranted intervention. In 2002, that number rose to 184 and shows no indication of declining any time soon. Adequate inmate supervision and training keeps actual injury or death at a very minimum. Reduced staffing has the real potential of allowing jail incidents to increase and resulting in potential liability increases.

Public safety and staff safety are priorities with the department, as it should be with everyone. San Luis Obispo County remains one of the safest counties in the state due to dedicated employees who receive training beyond the minimum standards and who have the necessary equipment to do their job safely and effectively.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for the Sheriff's Department includes all positions funded in the 2002-2003 budget. The primary driving force in this budget is the salary and benefit accounts. These accounts are recommended for an increase of over 1.6 million dollars or 6% over the current year. The expenses for airport security are being shifted from overtime accounts to normal salary accounts for the three deputies hired in 2002-2003 for airport security. This reduces budgeted overtime expenses by $173,556. The recommended budget takes into account expected salary savings that is about 1.5% of the labor cost. In the current year, the Sheriff's Department has salary savings from vacant positions that have helped to offset the cost of prevailing wage increases.

Service and supply accounts are reduced by $141,457 or 3%. These accounts show combinations of increases and decreases in a variety of accounts. Insurance billings are increased by $73,115. However, garage billings are decreased by $193,038 or 14% due to a change from a two-year to a three-year depreciation cycle. The number of vehicles now available to the Sheriff allows for better distribution of vehicle use. This means each vehicle has fewer annual miles making a longer depreciation time possible. The shift of $100,000 in countywide overhead charges from the Sheriff to Animal Services also contributes to the decline in these accounts. The request for a single replacement copier, at a cost of $14,000, is the only fixed asset requested. This is not recommended for approval at this time.

Overall revenues for the Sheriff's Department show a decline of about $100,000. Reductions in billings for security services, and state and federal grant funding cause most of this decrease. Proposition 172 revenues are expected to increase by $127,000.

A part of the decline in revenue is tied to reduced grant funding for School Resource Officers. In FY 2001-2002 four limited term Schools Resource Officer positions were approved based upon the availability of grant funding. Three of these positions were funded with federal grant funding and one position was funded with other grant funding. The federal grant was a four-year program that provided a declining level of funding over the course of the program. The fourth year of the federal grant program is to be paid with local funds. The three School Resource Officer positions funded by the federal grant will remain in the recommended budget and will likely be included in the fiscal year 2004-2005 budget (the fourth year of the program). After that time, the program obligation will be complete and outside funding will be necessary to continue these limited term positions. The fourth limited term position approved in 2001- 2002 is dependent upon local school grant funds. It is also recommended that this position continue only as long as it is offset with non-General Fund monies. In the recommended 2003-2004 budget, about one-half of the cost of the four limited term positions is offset with grant funding.

The Sheriff's Department provides bailiffs for the local Superior Court through an agreement between the Sheriff and the Court. The Court fully offsets the cost of these positions with funding for one Sergeant and 14 Deputy positions. Due to budget constraints, the Court has indicated that they may reduce their requested level of bailiff services. Should the Court reduce it's level of funding, it is expected that there will be a concurrent reduction in the number of Deputy Sheriff bailiff positions in order to have the expense match the revenue provided for this service.

Overall, the recommended budget for the Sheriff's Department shows a $1.56 million dollar, or 7%, increase in General Fund support over the current 2002-2003 budget. As labor costs continue to increase and if revenues continue to decline or remain flat, there will be increased reliance on the General Fund to maintain programs and service levels for this budget.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Perform the mandates of the Office of Sheriff-Coroner, investigate crime, enforce laws, and prevent criminal activities.

Communitywide Result Link: A safe community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Annual California Crime Index (CCI) for law enforcement agencies that serve populations over 100,000 in the State.	603	Below statewide average	640	Below statewide average	680	720

What: This tracks the number of serious crimes reported each year for all law enforcement agencies (i.e., police departments, sheriff departments, and cities that contract for law enforcement) serving populations over 100,000.

Why: This compares the crime rate for serious offenses in the unincorporated area of the County with that of other law enforcement agencies that serve populations of 100,000 or more. For calendar year 2001 (latest figures), the CCI in the unincorporated area of the County was 640 serious crimes per 100,000 population. The statewide average was 3,771 serious crimes per 100,000 population.

How are we doing? We have the lowest CCI in the State for Sheriff's Departments serving populations over 100,000 in 2000 and 2001.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of high priority, life threatening calls for service that receive a 10 minute response time in the Coast Station area of the county.	New Measure	New Measure	100%	85%	85%	85%

What: This measures the amount of time that elapses from the time the first patrol unit is dispatched to the call to arriving at the scene. The Coast Station area extends from Avila Beach and up the coastline to the Monterey County line.

Why: Timely response is critical to successful resolution of a life threatening call for service.

How are we doing? Coast Patrol Station exceeded the expected results by responding to life threatening calls in less than 10 minutes.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of high priority, life threatening calls for service that receive a 15 minute response time in the North Station area of the county.	New Measure	New Measure	50%	85%	80%	80%

What: This measures the amount of time that elapses from the time the first patrol unit is dispatched to the call to arriving at the scene. The North Station area covers inland north county from Santa Margarita to Monterey and Kern County lines.

Why: Timely response is critical to successful resolution of a life threatening call for service.

How are we doing? North Patrol Station response time to life threatening calls was achieved 50% of the time. However, the average time was 15 minutes, 5 seconds, falling just short of the projected 15 minute response time. The extended response time is due to the large geographical area patrolled by the North Station, which is approximately 1,600 square miles.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of high priority, life threatening calls for service that receive a 10 minute response time in the South Station area of the county.	New Measure	New Measure	100%	85%	85%	85%

What: This measures the amount of time that elapses from the time the first patrol unit is dispatched to the call to arriving at the scene. The South Station area extends from the City of San Luis Obispo and Avila Beach, south to the Santa Barbara County line.

Why: Timely response is critical to successful resolution of a life threatening call for service.

How are we doing? South Patrol Station exceeded the expected results by responding to life threatening calls in less than 10 minutes.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Arrest rate for crimes classified as homicide.	50%	New Measure	100%	Better than FBI national average	Better than FBI national average	Better than FBI national average

What: Using national Uniform Crime Reporting (UCR) data collected by the Federal Bureau of Investigation (FBI), this measure shows the percentage of homicide investigations that result in an arrest by the Sheriff's department.

Why: Arrest rates are indicative of effectiveness.

How are we doing? The calendar year 2001 FBI national average is 62.4%. It is important to note that because the County is fortunate enough to have a very low homicide rate, our arrest rate "results" could vary significantly from year to year. As an example, if two homicides occur in a one year, and one ends up "unsolved", the arrest rate would drop to 50%. In FY 01-02, the Sheriff's Department handled one homicide in the unincorporated area of the County.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Arrest rate for crimes classified as forcible rape.	62%	New Measure	67.9%	Better than FBI national average	Better than FBI national average	Better than FBI national average

What: Using national Uniform Crime Reporting (UCR) data collected by the FBI, this measure shows the percentage of forcible rape investigations that result in an arrest by the Sheriff's department.

Why: Arrest rates are indicative of effectiveness.

How are we doing? The calendar year 2001 FBI national average is 44.3%. In FY 01-02, the Sheriff's Department cleared 19 of the reported 28 forcible rapes.

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Arrest rate for crimes classified as robbery.	17%	New Measure	33.3%	Better than FBI national average	Better than FBI national average	Better than FBI national average

What: Using national Uniform Crime Reporting (UCR) data collected by the FBI, this measure shows the percentage of robbery investigations that result in an arrest by the Sheriff's department. The Penal Code defines robbery as the taking or attempting to take anything of value from the care, custody or control of a person or persons by force or threat of force or violence and/or by putting the victim in fear.

Why: Arrest rates are indicative of effectiveness.

How are we doing? The calendar year 2001 FBI national average is 24.9%. Due to the relatively low number of robberies that take place in our county, our arrest rate can vary significantly from year to year. In FY 01-02, the Sheriff's Department cleared 3 of the 9 reported robberies.

8. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Arrest rate for crimes classified as aggravated assault.	80.6%	New Measure	83.9%	Better than FBI national average	Better than FBI national average	Better than FBI national average

What: Using national Uniform Crime Reporting (UCR) data collected by the FBI, this measure shows the percentage of aggravated assault investigations that result in an arrest by the Sheriff's department. The Penal Code defines aggravated assault as the unlawful attack by person(s) upon another for the purpose of inflicting severe or aggravated bodily injury.

Why: Arrest rates are indicative of effectiveness.

How are we doing? The calendar year 2001 FBI national average is 56.1 percent. In FY 01-02, the Sheriff's Department cleared 550 of the 627 reported aggravated assaults.

9. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Arrest rate for crimes classified as burglary.	21.1%	New Measure	20.5%	Better than FBI national average	Better than FBI national average	Better than FBI national average

What: Using national Uniform Crime Reporting (UCR) data collected by the FBI, this measure shows the percentage of burglary investigations that result in an arrest by the Sheriff's department. The Penal Code defines burglary as the unlawful entry of a structure to commit a felony or a theft.

Why: Arrest rates are indicative of effectiveness.

How are we doing? The calendar year 2001 FBI national average is 12.7 percent. In FY 01-02, the Sheriff's Department cleared 90 of the 438 reported burglaries.

10. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Arrest rate for crimes classified as theft.	23.3%	New measure	17.5%	Better than FBI national average	Better than FBI national average	Better than FBI national average

What: Using national Uniform Crime Reporting (UCR) data collected by the FBI, this measure shows the percentage of theft investigations that result in an arrest by the Sheriff's department. The Penal Code defines theft as the taking of the personal property of another.

Why: Arrest rates are indicative of effectiveness.

How are we doing? The calendar year 2001 FBI national average is 17.6% percent. In FY 01-02, the Sheriff's Department cleared 178 of the 1017 reported thefts.

11. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of cases submitted to the Detective Division and Special Operations Unit of the District Attorney that result in a filing of criminal charges.	New measure	New measure	92.6%	90%	90%	90%

What: This measures the quality of work done by Sheriff's Department prior to submitting a case to District Attorney for filing of criminal charges.

Why: Filing rates are indicative of effectiveness.

How are we doing? For FY 01-02, we exceeded our target by 2.6%. 995 cases were submitted to the District Attorney and 922 were accepted for filing.

Department Goal: Foster a safe environment for inmates and jail employees.

Communitywide Result Link: A safe community.

12. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Monthly physical altercation rate per hundred inmates at the Main Jail.	New measure	New measure	1.02	.75	1.00	1.00

What: This measure tracks our success relative to keeping the Main Jail safe for inmates and County employees alike.

Why: It is important to track the physical altercation rate at the Main Jail for two reasons: 1) it provides a measure for how safe our facility is; and 2) demonstrates the degree to which we effectively manage the inmate population.

How are we doing? The jail housed an average of 356 inmates per day for FY 01-02 with physical altercations equaling just over one per 100 inmates. There were 43 total injuries due to altercations, during FY 01.02. Of these, 38 injuries were to inmates and 5 injuries to correctional staff.

Department Goal: Maintain the county jails and inmates committed therein as prescribed by law in a fair and humane manner.

Communitywide Result Link: A safe community.

13. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Overtime as a percentage of the Custody salaries budget.	2.8%	New measure	2.1%	3%	3%	3%

What: This measure tracks the amount of overtime expended annually by the Sheriff to keep the Main Jail running twenty-four hours a day, seven days a week.

Why: Barring unforseen emergencies/events, overtime costs can be kept in check by employing sound scheduling and management techniques. Tracking our efforts in this area demonstrates the Sheriff's commitment to maximize the use of limited resources.

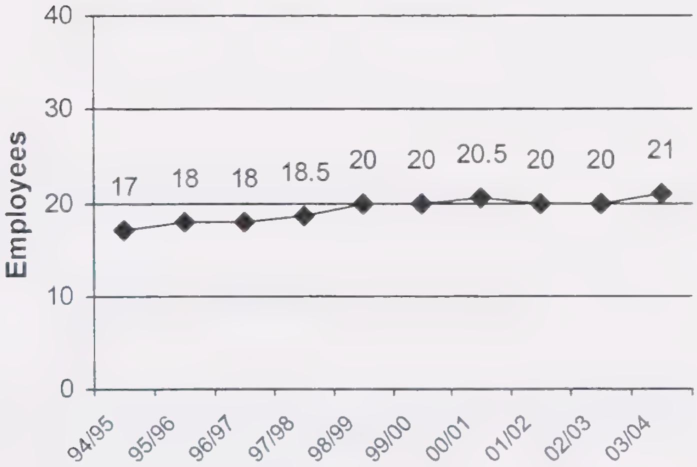
How are we doing? We have met our target and we continue to closely monitor the use of overtime at the jail.

MISSION STATEMENT

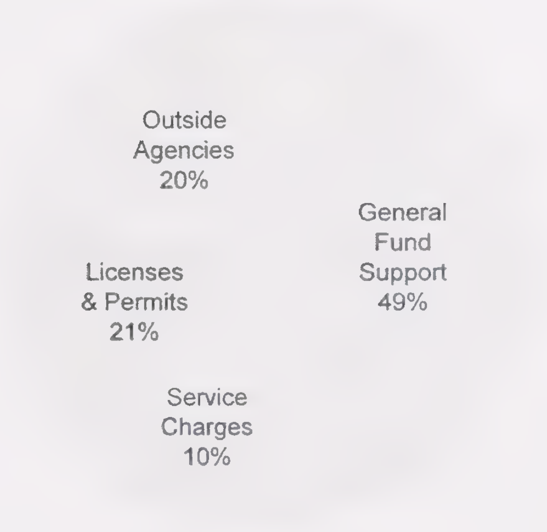
The Animal Services Division of the Sheriff's Department is dedicated to providing protection, education, and the humane treatment of animals in order to ensure a safe and healthy community and to promote the benefits of responsible pet ownership.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 922,842	$ 1,072,431	$ 1,256,767	$ 1,244,477	$ 1,244,477
Services and Supplies	457,299	366,040	531,938	506,932	506,932
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 1,380,141	$ 1,438,471	$ 1,788,705	$ 1,751,409	$ 1,751,409
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 1,380,141	$ 1,438,471	$ 1,788,705	$ 1,751,409	$ 1,751,409
Revenues	703,634	802,013	887,891	887,891	887,891
General Fund Support (G.F.S.)	$ 676,507	$ 636,458	$ 900,814	$ 863,518	$ 863,518

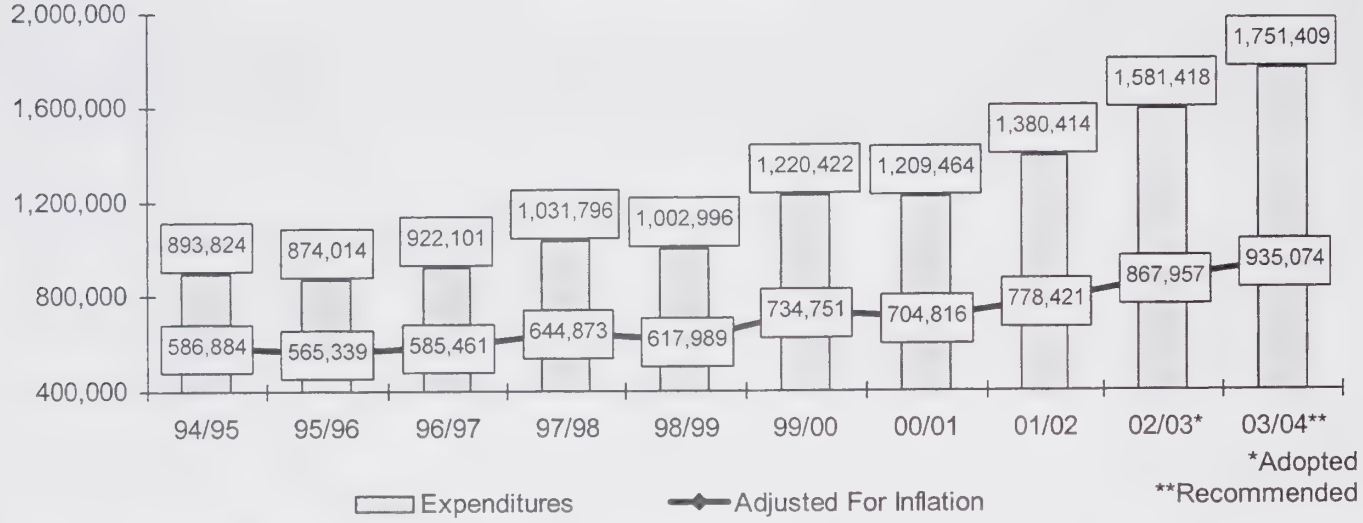
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Administration

Manage and supervise animal service programs, negotiate contracts with cities utilizing the Division's services, maintain records, coordinate communications with dispatch including receiving and releasing of animals.

Total Expenditures: $247,390 Total Staffing (FTE): 2.0

Animal Placements

Provide opportunities for unredeemed, stray animals to find a new home. Utilize volunteers to assist in Adopt-A-Pet functions and to match potential owners with animals. Provide financial assistance for pet owners to spay or neuter their pets.

Total Expenditures: $221,423 Total Staffing (FTE): 3.0

Enforcement

Retrieve stray animals and dogs in violation of the leash-law; respond to public complaints and nuisance abatement proceedings; provide permits for commercial and non-commercial breeders, kennels, and pet shops; provide immediate response to rabid animal calls and coordinate humane disposition. Investigate animal abuse cases and owner requested services to pick up, shelter, or euthanize owned animals.

Total Expenditures: $711,547 Total Staffing (FTE): 9.0

Humane Education

Provide communities with pet-related information which serves the public and furthers the mission and goals of the Animal Services Division. Implement education programs which are directed at individuals and groups of individuals associated with service organizations, schools, and community groups.

Total Expenditures: $39,944 Total Staffing (FTE): .50

Licensing

Protect the public by verifying that dog rabies vaccinations are current, collecting licensing fees, issuing licenses, and enforcing license ordinances and state and local rabies control laws. Includes rabid animal reporting and testing; quarantine, bite report coordination, and investigation coordination.

Total Expenditures: $220,779 Total Staffing (FTE): 4.0

Sheltering/Euthanasia

Maintain safe and clean kennel facilities to house strays and animals placed on "hold" by law enforcement; quarantine bite animals; coordinate redemption of animals by owners; and humanely dispose of ill, injured, and unwanted animals.

Total Expenditures: $310,326 Total Staffing (FTE): 2.5

DEPARTMENT COMMENTS

Animal Services' Status Quo budget reflects a modest increase of 15% in General Fund support over the current year, totaling $122,766. The requested budget proposal reflects full staffing and includes the mandatory increases in the matrix charges. We are not requesting any fixed assets in the Status Quo budget.

In the calendar year, 2002, the division's euthanasia rates dropped 30% from calendar year 2001 (1,301 to 915). Enhanced efforts to educate the public by the division, our volunteers, and concerned groups within the community contributed to the successful decline. The Board of Supervisors approved funding for medicine, vaccinations, and microchip implants for the shelter during fiscal year 2001 – 2002. Animals entering our shelter are reaping the benefits of this funding. Our adoption rates are up 25% (950 to 1,191) for the first six months from the same period of time in 2001. Our animals are healthier and we now have a tool to increase redemption. More than 9.5% additional dogs and cats were redeemed by their owners during the first six months of this fiscal year than during the same period of time in 2001. Dogs and cats at the shelter receive microchip implants at the time of adoptions and every dog and cat entering the shelter is scanned for microchip implantation.

Animal Services continues to maintain an alliance with the San Luis Obispo County Animal Welfare Alliance and cooperative partnerships with the other humane societies, independent animal rescue groups, animal business owners, and veterinarians.

The division is moving forward with its plan to build a North County kennel at the North County Regional Center in Templeton.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Animal Services Division of the Sheriff's Department provides licensing, regulation enforcement and shelter services for dogs, cats and other domestic animals. The recommended budget for this division is essentially a Status Quo budget that includes all current year staff positions. Salary and benefit accounts are increased by $113,754 or 10%. No new positions were requested. The increase in these accounts is largely the result of prevailing wage and step increases and the move of the costs associated with a Departmental Automation Specialist (DAS) into the salary and benefit accounts.

The service and supply accounts are recommended to increase by $56,237 or about 12%. The major factor in this increase this is a shift of approximately $100,000 in countywide overhead charges to the Animal Services budget from Sheriff's budget. The reassignment of these charges adjusts overhead charges that were incorrectly applied to the Sheriff's Department budget. However, this shift results in a 700% increase in overhead costs to the Animal Services budget unit. Taking into account the adjustment for the increased overhead charges and the shift of expense tied to the DAS into the salary and benefit accounts, the service and supply accounts are funded at about the same level as last year. The $40,000 contribution to the spay and neuter program continues to be included in the Animal Services supply and service accounts.

Revenues are increased by $84,521, a 10% increase over the current year. Animal Services has negotiated renewal contracts for providing service to the seven cities in the county. These contracts are pending final approval by the cities. City payments for the contract services account for $50,786 of the increase in revenues. Increases in boarding fees, animal placement fees and humane services provide the rest of the revenue increase.

The increase in General Fund contribution to this budget unit is $85,470 or 10% over the current year. The recommended level of General Fund Support includes some assistance with meeting the unanticipated $100,000 shift in overhead charges identified above. This assistance is necessary for maintaining resources and services at the current year level. The Animal Services Division has successfully reduced the number of animals that are destroyed and has increased adoptions over the past several years. Maintaining current resource levels will help to continue the positive results achieved by this budget unit.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASUERS

Department Goal: Protect the public and domestic animals from injuries and disease by responding to citizens and calls for services.

Communitywide Result Link: A safe and healthy community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of stray animals picked up for the fiscal year.	3,354 stray animals picked up	4,000 stray animals picked up	3,215 stray animals picked up	3,250 stray animals picked up	3,300 stray animals picked up	3,200 stray animals picked up

What: Animal Services routinely patrols the county, picking up stray animals and providing housing at the shelter.

Why: Our goal is to enhance the health and safety of the animals and the community.

How are we doing? Animal Services is on target in meeting our "adopted" measure. Humane education and assisting the community in reducing the birth rate of dogs and cats are attributing factors to our success. We anticipate lower impounds for FY 03-04.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of dogs and cats involved in bite incidents (with humans) that are quarantined.	83%	90%	83%	80%	80%	80%

What: Animal Services investigates and locates dogs and cats involved in biting of humans, resulting in the quarantining of these animals.

Why: Animal Services is required by state mandate to confine / quarantine all animals involved in animal to human biting incidents. This is done to protect the public from the spread of diseases (i.e. rabies).

How are we doing? Currently, the Animal Control Officers have an 80% success rate locating the animals involved in biting incidents. Our challenge lies in locating feral cats and the owners of stray dogs.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of dogs licensed for the fiscal year.	12,382 dogs licensed	13,200 dogs licensed	13,341 dogs licensed	16,000 dogs licensed	15,500 dogs licensed	16,000

What: This measure tracks the number of licensed dogs in the county.

Why: Licensing dogs is a tool to protect the public and enforce the license ordinances. Licensing dogs helps Animal Services return lost pets to their rightful owners.

How are we doing? During the first six months, Animal Services has increased licensing by 1,285 compared to last year during the same period of time. We are on target in meeting our goal of increasing the licensing of dogs.

Department Goal: Provide a safe and clean environment for all sheltered animals, thus improving opportunities for increased adoption, redemption, and overall health to the animals.

Communitywide Result Link: A safe and healthy community.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of animals adopted during the fiscal year.	30%	35%	42%	40%	47%	48%

What: This measure reflects the percentage of animals adopted from our shelter annually.

Why: This measures the success of our animal adoption program.

How are we doing? Our staff and volunteers are continuing in their objective to maintain a safe and healthy environment at the shelter, thus improving the opportunities to increase adoption rates. Currently, our projected adoption rate is 5% higher than FY 01/02; this equates to more than 500 dogs and cats that may be adopted over the prior year.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of animals redeemed for the fiscal year.	18%	21%	17%	22%	18%	20%

What: Animal Services track the number of lost animals reunited with their owners each year.

Why: This measures the success of our efforts to reunite lost pets with their caregivers in a safe and healthy condition.

How are we doing? Animal Services is on target in meeting its goal for increased redemption. As the result of implanting microchips in animals adopted at our shelter, we are able to return the animals sooner to their rightful owners.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of animals euthanized during the fiscal year.	1,478	2,000	1,350	1,275	1,000	990

What: Animal Services documents and reports the number of dogs and cats euthanized to the State.

Why: This measure helps us track the effectiveness of our animal adoption and redemption program.

How are we doing? In FY 2000-01, we euthanized 1,478 dogs and cats. We are projecting a decrease of 478 for fiscal year 2002-03 and decrease of 10 animals for next year, as health issues are always unknown. During this fiscal year, 15% of all euthanasia is due to space limitation. It is our objective to continue to educate our community to spay/neuter their pets and to promote adoption and redemption in an effort to reduce the euthanasia rate.

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of customer survey respondents who rated the kennel facilities, service, and staff as "satisfactory" or "excellent."	95%	85%	94%	90%	94%	90%

What: The Division has implemented a customer satisfaction survey.

Why: It is our goal to consistently provide great service to our customers and ensure our facility is safe and clean. This survey will assist Animal Services to make necessary changes or improvements as needed.

How are we doing? In July 2000, we implemented a customer satisfaction survey. Over 90% of the responses have been positive and we are reviewing all comments and ideas in an effort to improve our Division. It is our intent to satisfy all our customers, yet we have continued with the 90% target for FY 03 / 04 as this percentage equates to excellent.

Department Goal: Provide a cost effective animal services operation that maximizes the funding available for services that benefits the public.

Communitywide Result Link: A well governed community.

8. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Administrative costs as a percentage of the Animal Services budget.	New Measure	New Measure	21%	19%	20%	19%

What: This measure tracks the administrative costs expended annually with the total budget.

Why: It's important to minimize the administrative costs and maximize funding for servicing and protecting the animals and citizens of San Luis Obispo County.

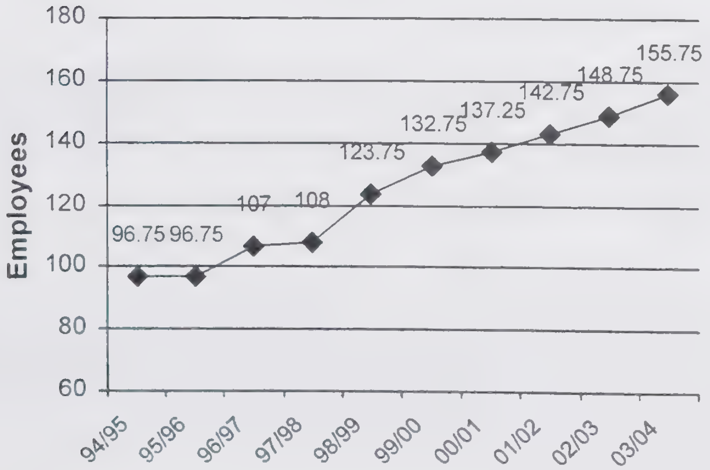
How are we doing? It is the intent of the division to involve the Animal Services Manager in more kennel operations as he has the expertise as a veterinarian. Due to numerous vacancies in enforcement and office staff he has not been able to devote as many hours to the kennel as was desired. In the future, his direct involvement in the kennel will allow a reduction in administrative costs.

MISSION STATEMENT

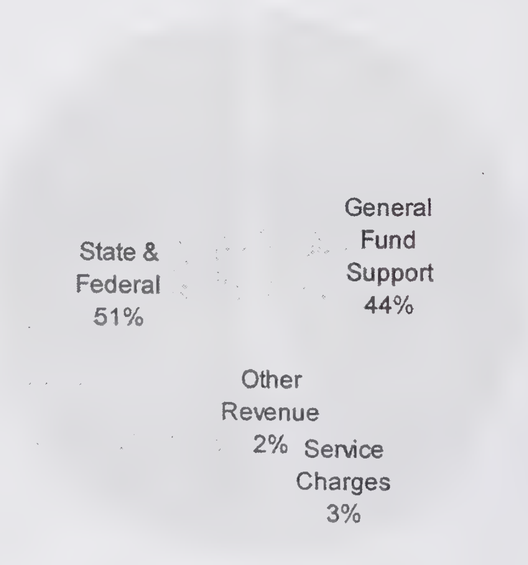
The Probation Department contributes to the safety of the community by conducting investigations for the Court; enforcing orders of the Courts through community supervision; assisting victims; operating a safe and secure juvenile hall; and facilitating the socialization of offenders.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 8,426,601	$ 9,414,438	$ 9,903,095	$ 9,851,056	$ 9,851,056
Services and Supplies	3,811,868	3,326,001	3,170,256	3,074,591	3,194,591
Other Charges	25,390	91,750	10,400	10,400	10,400
Fixed Assets	77,762	0	14,500	14,500	14,500
**Gross Expenditures	$ 12,341,621	$ 12,832,189	$ 13,098,251	$ 12,950,547	$ 13,070,547
Less Intrafund Transfers	592,082	195,623	4,300	4,300	4,300
**Net Expenditures	$ 11,749,539	$ 12,636,566	$ 13,093,951	$ 12,946,247	$ 13,066,247
Revenues	6,571,369	7,371,524	7,268,400	7,309,350	7,429,350
General Fund Support (G.F.S.)	$ 5,178,170	$ 5,265,042	$ 5,825,551	$ 5,636,897	$ 5,636,897

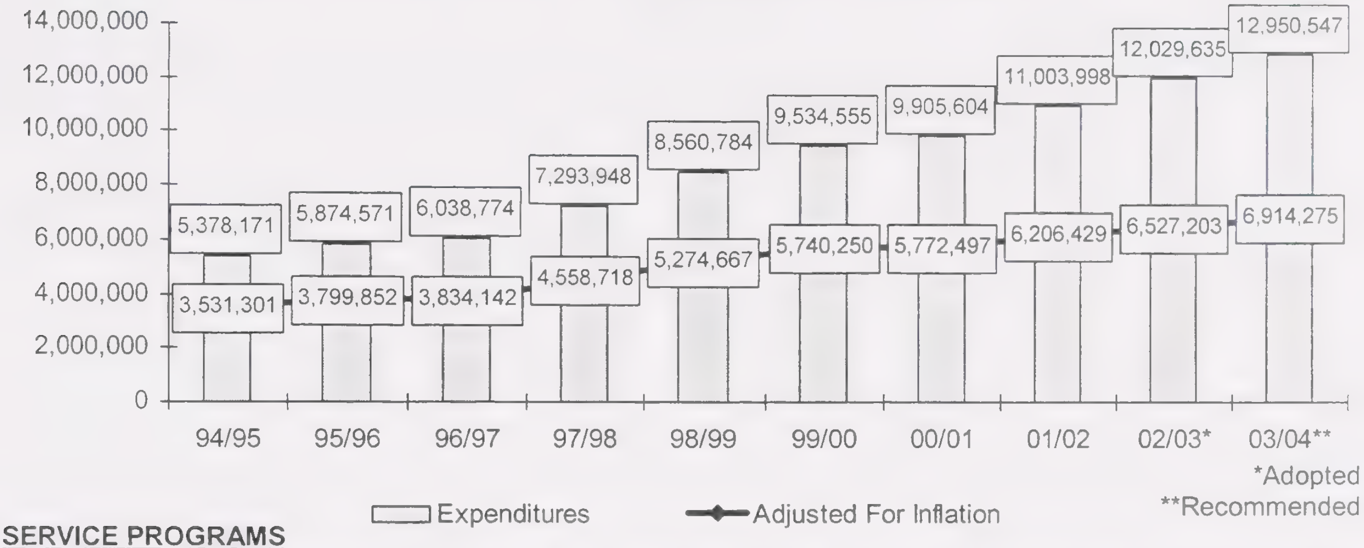
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Administrative Services

Administration provides overall policy development, directs and coordinates the functions of the department, program oversight and development, community relations, personnel administration, and provides training as required by the State Standards and Training for Corrections (STC) and Board of Corrections for all peace officers, and for other employees as needed.

Total Expenditures: $1,985,492 Total Staffing (FTE): 11

Fiscal & Support Services

The Fiscal and Support services unit is responsible for the development and monitoring of the department budget; the procurement of services and supplies; Collections and disbursement of court ordered fines, fees, and restitution to victims, and automation support services.

Total Expenditures: $908,579 Total Staffing (FTE): 14.5

Detention Services

Manage and maintain the Juvenile Hall detention facility providing a safe and secure environment for youthful offenders in compliance with Title 15 and 24 of the California Code of Regulations which govern state-wide juvenile detention facilities.

Total Expenditures: $3,302,548 Total Staffing (FTE): 40.75

Juvenile Services

Provide services to the Juvenile Justice System along a continuum of care ranging from prevention and intervention to supervision and incarceration. These services include Diversion, Court Investigation, Community Supervision and placement in Foster Homes, Group Homes and Probation Camps. The Juvenile Division also engages in partnerships with the Department of Social Services, Mental Health, Law Enforcement Agencies, Drug & Alcohol Services and County School Districts in an effort to reduce the incidence of juvenile delinquency.

Total Expenditures: $3,279,259 Total Staffing (FTE): 38.0

Adult Services

Conduct investigations, provide information, and make recommendations to the Criminal Courts to assist decision makers in determining the appropriate disposition of cases. Protect the community through appropriate case management, prevention, intervention, and enforcement activities with felons and misdemeanants to ensure compliance with court orders while supporting the rights of victims. Programs include Deferred Judgement, Drug Court, Prop 36 drug offender, Domestic Violence, Gang Task Force and Sex Offender monitoring.

Total Expenditures: $2,428,738 Total Staffing (FTE): 44.5

Grant, Revenue Development & Special Projects

Research, identify and pursue funding opportunities from a variety of sources to develop, implement and sustain programs supporting the mission of the Probation Department. Maintain compliance with grant terms and conditions. Report progress and outcomes of programs to Federal, State and local agencies.

Total Expenditures: $1,045,931 Total Staffing (FTE): 7.0

DEPARTMENT COMMENTS

Fiscal Year 2002/03 proved to be a year filled with successful activities while continually adjusting to become more efficient and effective in our service delivery to the community we serve.

Some of our significant accomplishments include: the implementation of a handheld computer IPAQ case management system. This system results in immediate updates on Probationers addresses and compliance, while reducing the time the deputies must spend entering this updated information into the computer. This system allows our field officers to spend more time supervising offenders. This efficient and effective case management system is one of a kind in the State and places San Luis Obispo County as a leader in the field of automated case management of Probationers. The implementation of our Sex Offender Management Program resulted in an integrated computer highway for Probation and law enforcement to track and monitor all sex offenders in our county; our document imaging system, which allows the integration and sharing of documents among the law and justice community; our Juvenile Drug Court Grant was funded and this program has been implemented. This grant provides for the intensive supervision and treatment of adolescents with substance abuse problems; and lastly, we began a pilot implementation of a Comprehensive Collections Program, which will provide the Probation Department with funding to offset the collection of delinquent fines and fees from Probationers who have the ability to pay.

During Fiscal Year 2003/04 we hope to fully implement our Comprehensive Collections Program, continue, and assess our Juvenile Drug Court Program, add a Probation Officer and a half time clerk to the San Luis Obispo/ Coast SAFE Intensive Supervision Team with both positions fully funded from the Juvenile Justice Crime Prevention Act. The Probation Department's budget submittal for fiscal year 2003/04 includes increases in our projected revenues as a result of these programs, and prepares for decreases in spending in a number of areas to compensate for any budget shortfalls as a result of the State's budget deficit.

RECOMMENDED BUDGET AUGMENTATION REQUESTS AND RELATED RESULTS

Unit /Amount	Description	Results
1 Deputy Probation Officer I/II Gross Cost: $67,647 General Fund Support: $0	Add one Deputy Probation Officer to staff to the San Luis Obispo Coast/ SAFE Intensive Team. Provides intensive/collaborative probation supervision and case management for juveniles for the SLO/Coast area.	The number of out-of-home placements of minors living in the San Luis Obispo and North Coast Area will be reduced by 20% The incarceration rate for minors living in the San Luis Obispo and North Coast area will be reduced by 20%
Comprehensive Collections Program 1 ASO II 1 Collections Officer 1 Account Clerk Gross Cost: $122,450 General Fund Support: $0	By adding staff the Probation Department can implement a Comprehensive Collections program to take advantage of State incentives for the collection of restitution to victims, fines and fees from people on probation. The staff will also help collect "ability to pay" monies from people who receive Public Defender services	Increase Probation collections revenue by $240,000 Increase restitution recovery to victims by at least 10%. Provide staff to initiate an "ability to pay program" for person's who use public defender services

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for the Probation Department funds all existing permanent and limited term staff positions. The salary and benefit accounts are recommended to increase by $836,578, a 9% increase over the current year. This recommendation includes the shift of costs for a Departmental Automation Specialist (DAS) and includes approval of four new positions requested by the department. The recommended positions are entirely offset by outside revenue and are further explained below.

The first recommended position is a Deputy Probation Officer (DPO) I/II. This position will work within a program funded by Juvenile Justice Crime Prevention Act (JJCPA) funds. The County has already received the JJCPA State funding for FY 2003-2004. Currently, there are Deputy Probation Officers associated with the North and South SLO/SAFE Intensive Teams, but no DPO is available for the SLO/Coast/SAFE Intensive Team. Probation's involvement in these teams is oriented toward prevention of juvenile crime through early intervention activities that include intensive probation supervision and case management. The requested position will provide this service at the San Luis Obispo location. The Department results associated with the position include a 20% reduction in incarceration rate for minors and a 20 % reduction of out of home placements of minors living n the San Luis Obispo and North Coast Funding is recommended to cover the expected salary and benefit cost for this position ($49,996) as well as supplies needed for the new position ($3,151) and a vehicle to be used by the DPO ($14,500) added to fixed assets. The total cost for FY 2003-2004 is identified as $67,647. This entire amount is offset by JJCPA funds. JJCPA are State funds that are renewed on an annual basis. Consequently, the recommended position is a Limited Term position, to be renewed annually provided all costs associated with the position are entirely offset.

The remaining three recommended positions are tied to a new program that is designed to take advantage of Penal Code section 1463.007. This section allows for the development of a Comprehensive Collections Program. This program is designed to provide economic incentives for the collection of restitution to victims as well as fines and fees for persons in the probation system. A request to approve the program as part of the FY 2002-2003 budget was deferred pending further information. The Probation Department initiated a limited scope program with current staff to determine the extent to which the program enhanced revenues. It is estimated that the limited scope program will generate approximately $40,000 in additional collections in the current fiscal year. The Comprehensive Collections Program is staff intensive and in order to take full advantage of the incentives offered by the State, additional staff is needed. The recommended positions include an Administrative Services Officer II position to oversee the operation of the collections program ($51,749) a Limited Term Collections Officer ($39,865) and a Limited Term Account Clerk ($30,836). Together with computers and other supplies associated with the positions ($6,806) the total cost for implementing the program in FY 2003-2004 will be $129,256. The Comprehensive Collections Program will increase annual revenue generation in the collections organization by at least $240,000. In addition to this revenue, the Probation Department has agreed to use the staff of the Probation Collections Unit to assist with collection of “ability to pay” payments associated with persons who use the County's Public Defender program (see Budget Unit 2550). Overall, the results of this program are to increase the amount of restitution provided to victims, to help assure that assure that fines and fees imposed by the Court are collected and to provide enhanced revenue generation fro the department.

The service and supplies accounts for this Department are recommended to increase by $100,034 or 3%. About 74% of this increase can be attributed to increased costs associated with Budget Unit 3285 - Law Enforcement Medical Care (LEMC). LEMC provides medical care at the Juvenile Hall. A combination in garage billings, countywide overhead, and rent costs are offset by the shift in DAS costs to the salary accounts and reductions in several other service and supply accounts.

Revenues for the proposed budget are increased substantially. The department shows revenues increasing by $1,002,009, a 15% increase over the current year. Two grants, totaling $372,944 in revenue, comprise 37% of this increase. A State grant associated with Adult Drug Court provides $116,832 of new revenue. Federal Grant revenue, tied to a Juvenile Drug Court program approved in the current fiscal year, total an additional $256,112. The revenue provided from these grants are tied to expenses in the recommended budget. It is recommended that the expenses tied to these grants not be renewed in subsequent years unless the grant funding is renewed.

The Probation Department has been proactive in pursuing allowable reimbursement of revenue through the Federal Title IV-E welfare administration. Through better cost accounting to identify reimbursable expenditures, the revenue from this source is increased $318,979. The Comprehensive Collections Program, discussed above adds $240,000, in new revenue. State Aid to Law Enforcement and projected increases in Proposition 172 adds an additional $112,763 in revenue to this department. Other revenue accounts have also increased in minor amounts.

Overall, the Probation Department expenses are increased by about $1.3 million dollars. Almost all of the increase is offset by revenue. In total, the County's General Fund contribution to this Department is up by about

$60,000, or 1%. While the work done by Probation on increasing revenue is commended, it should be noted that there is continued uncertainty with the State, and to a lesser extent Federal funding sources. Should reductions in Federal or State revenues occur, the Department will be expected to reduce expenses funded by these revenues.

BOARD ADOPTED CHANGES

The Board approved a Budget Supplemental Document adjustment to the Probation budget by adding $120,000 of expense and concurrent revenue to the FY 2003-2004 budget for Probation. The funding will be used to develop community work service programs for juvenile offenders, increase services to local enforcement associated with juvenile diversion programs and purchase ergonomic workstations for staff involved juvenile diversion programs. Probation is able to leverage funds from Juvenile Justice Crime Prevention Act (JJCPA) by seeking reimbursement from Federal Title IV-E for eligible activities that are funded under JJCPA. The California Board of Corrections, the oversight agency for JJCPA program funds, allows reimbursements for services from other funding sources as long as the funds are put back into use in the JJCPA approved programs.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide timely and accurate information and recommendations to the juvenile and adult justice systems to support decision-makers in determining appropriate disposition of cases.

Communitywide Result Link: A safe community.

1. Performance Measure	00/01 Actual Results	01-02 Adopted	01/02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of local juvenile and adult justice system members and judiciary who respond they are satisfied, more than satisfied, or are extremely pleased with the Probation Department's court reports.	New Measure	75%	60%	75%	82%	85%

What: The study will measure the timeliness, accuracy and usefulness (how closely the Court followed Probation's recommendation) of requested and mandated reports.

Why: Preparation and submission of court reports is a mandated function of the Probation Department and a study of how well we perform these tasks will measure the effectiveness of the services we provide to the juvenile and adult justice system.

How are we doing? We have used the information gained from the survey to formulate plans for improvement. We expect to reach an 85% satisfaction rating next year.

Department Goal: Manage and maintain a safe and secure Juvenile Hall to ensure protection of the youth, staff, and community while complying with applicable laws and standards.

Communitywide Result Link: A safe community.

2. Performance Measure	00/01 Actual	01-02 Adopted	01/02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of minors detained at Juvenile Hall who did not escape from custody.	100%	100%	100%	100%	100%	100%

What: Were there any escapes from Juvenile Hall.

Why: Minors are detained at Juvenile Hall for the safety and security of the community and/or the protection of the minor.

How are we doing? Very good, 1 escape in FY 02/03; returned to custody.

3. Performance Measure	00/01 Actual Results	01-02 Adopted	01/02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Cost per day per minor detained at the Juvenile Hall.	New Measure	$220	$217	$234	$241	$250

What: The cost per day to detain a minor in Juvenile Hall based upon the average daily population.

Why: To maintain efficient operations.

How are we doing? The FY 03/04 target is projected to increase due to the prevailing wage adjustment granted in the current year and the addition of four Supervising Juvenile Services Officers to meet state Title 15 mandates. Of the four comparable agencies that responded to our request for cost data, daily costs for FY 01/02 ranged from $115 in Kern County to $263 in Santa Barbara County, with an average of $169. Our FY 01/02 costs are slightly higher than the average, but well within the range.

4. Performance Measure	00/01 Actual Results	01-02 Adopted	01/02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Number of days operating in excess of capacity.	6 Days	6 days	0 Days	0 Days	0 Days	0 Days

What: The State Board of Corrections has established the Juvenile Hall bed capacity at 45 minors

Why: Compliance with Title 15 & 24 standards, and safety and security of staff and minors is jeopardized by overcrowding.

How are we doing? By increasing capacity (from 40 to 45 beds effective 05/01) and consistently employing alternative detention measures to effectively manage the juvenile population, we do not expect to exceed capacity this fiscal year.

Average of comparable counties is 5 days.

5. Performance Measure	00/01 Actual Results	01-02 Adopted	01/02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of Juvenile Hall inspections passed pursuant to all applicable regulations and standards.	100%	100%	100%	100%	100%	100%

What: Compliance with Title 15 & 24 California Codes and Regulations for Juvenile Halls requirements.

Why: To ensure a safe, secure, and healthy environment for minors and staff.

How are we doing? While the overall inspection in FY 01/02 was positive, we were cited for an insufficient supervisor to staffing ratio. The FY 02/03 budget contained additional staffing to resolve this issue.

Department Goal: Provide an efficient and cost effective alternative to incarceration of juvenile wards, adult felons and misdemeanants through the enforcement of court orders and support of successful completion of term of probation, thus enhancing public safety.

Communitywide Result Link: A safe community.

6. Performance Measure	00/01 Actual Results	01-02 Adopted	01/02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Annual per probationer cost to provide supervision services.	$3,114	$3,114	$3,000	$2,373	$2,571	$2,571

What: Cost to supervise probationers who are assigned to the Probation Department, divided by the number of probationers served.

Why: A cost effective alternative to incarceration.

How are we doing? While overall costs for supervision are rising, the unit cost is projected to decline due to an increase in number of probationers. The number of probationers is increasing due to a combination of factors: Prop36, longer sentences, growth in the county, etc.

7. Performance Measure	00/01 Actual Results	01-02 Adopted	01/02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of juvenile/adult offenders who successfully complete the terms and conditions of their probation.	New Measure	60%	Juvenile-85% Adult-75%	Juvenile-90% Adult-85%	Juvenile-90% Adult-85%	Juvenile-90% Adult-85%

What: Completing probation successfully is defined as satisfactorily completing the terms and conditions of probation.

Why: The successful completion of probation encourages the offenders' rehabilitation and reintegration into the community as a law-abiding citizen.

How are we doing? We are meeting our goal. We compare favorably with the comparable counties that do collect this data. Kern: 66% (adult) Santa Barbara: 75% (juvenile) 80% (adult)

8. Performance Measure	00/01 Actual Results	01-02 Adopted	01/02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of high and medium risk (to re-offend) probationers living in San Luis Obispo County who are supervised by the Probation Department.	Juvenile-85% Adult-88% (high risk cases) Adult-46% (medium risk cases) Adult - 46% (medium risk cases)	Juvenile-100% Adult high risk-100% Adult med risk-100%	Juvenile-100% Adult high risk – 100% Adult med risk – 100%	Juvenile-100% Adult-100%	Juvenile-100% Adult high risk-100% Adult med risk-100%	Juvenile-100% Adult-100%

What: Probation will supervise probationers at a standard equal to or above statewide average.

Why: Supervising probationers results in a safer community.

How are we doing? Juvenile: average from comparable counties - 100%. Adults: we currently meet or exceed supervision rates of comparable counties.

9. Performance Measure	00/01 Actual Results	01-02 Adopted	01/02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Recidivism rate of assigned probationers, both adult and juvenile.	New Measure	23%	Adult-11.4% Juvenile-10%	Adult-25% Juvenile-10%	Adult-12% Juvenile-10%	Adult-12% Juvenile-9%

What: Adult - The recidivism rate measures those probationers who were assigned to field supervision who have been convicted of a new crime in San Luis Obispo County. Juveniles - The recidivism rate measures those probationers, assigned to field supervision that are adjudicated of a new crime in San Luis Obispo County.

Why: A lower recidivism rate among those probationers who have been supervised equates to a decrease in the incidence of crime and provides for a safer community.

How are we doing? Our comparable counties do not collect this data.

Department Goal: Support crime victims by giving them a voice in the process and by collecting court-ordered restitution from offenders.

Communitywide Result Link: A safe community.

10. Performance Measure	00/01 Actual Results	01-02 Adopted	01/02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percent of losses restored to victims of crime through collection of restitution. (Rate of loss to owed)	50.19%	Revised Measure	54.2%	55%	51%	55%

What: The amount of money reimbursed to victims for losses sustained as a result of a criminal act.

Why: To support the rights of victims.

How are we doing? The projected restitution owed for FY 02/03 is $1,170,502. Probation expects to collect 51% of that amount during FY 02/03.

11. Performance Measure	00/01 Actual Results	01-02 Adopted	01/02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of crime victims who indicate they are "satisfied" with the victim services provided to them by this Agency.	79%	80%	74%	85%	85%	85%

What: An indication of victim satisfaction with services provided.

Why: To ensure that "our system" does not further victimize those who have already suffered losses.

How are we doing? Projected to meet target.

Department Goal: Enhance operational effectiveness by developing and maintaining a productive workforce, managing and maximizing financial resources, and utilizing a participatory process to implement policies and procedures to achieve desired results.

Communitywide Result Link: A well-governed community.

12. Performance Measure	00/01 Actual Results	01-02 Adopted	01/02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage compliance with all grant requirements.	100%	100%	100%	100%	100%	100%

What: Maintain fiscal and program compliance for all grants.

Why: To manage public funds with responsibility and accountability.

How are we doing? Consistently meeting target.

13. Performance Measure	00/01 Actual Results	01-02 Adopted	01/02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of employees completing required training for the STC (Standards and Training for Corrections) programs.	New Measure	100%	100%	100%	100%	100%

What: The number of Probation and Juvenile Service Officers who complete the annual Board of Corrections training requirements.

Why: Maintain and enhance the professional skill level of all Probation department employees; and State funding is contingent on compliance with training hour guidelines established by the State Board of Corrections.

How are we doing? Consistently meeting target.

14. Performance Measure	00/01 Actual Results	01-02 Adopted	01/02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of employee satisfaction surveys rating the Department overall as satisfactory or above.	New Measure	75%	75%	85%	82%	85%

What: Employee satisfaction survey results.

Why: A happy and healthy environment results in a more productive work force.

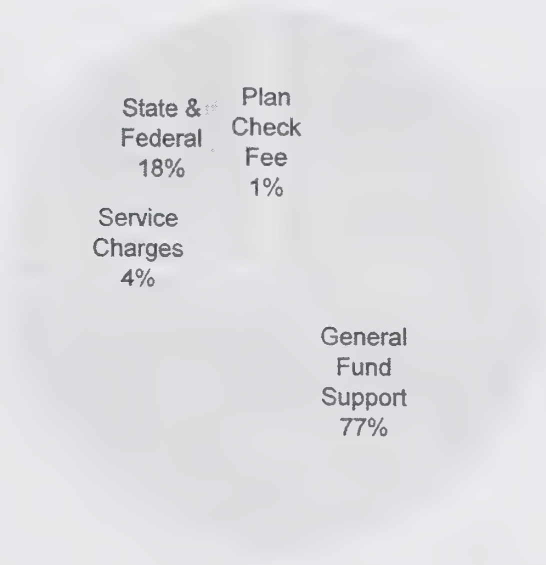
How are we doing? Majority of employees are satisfied. Identified issues will be addressed.

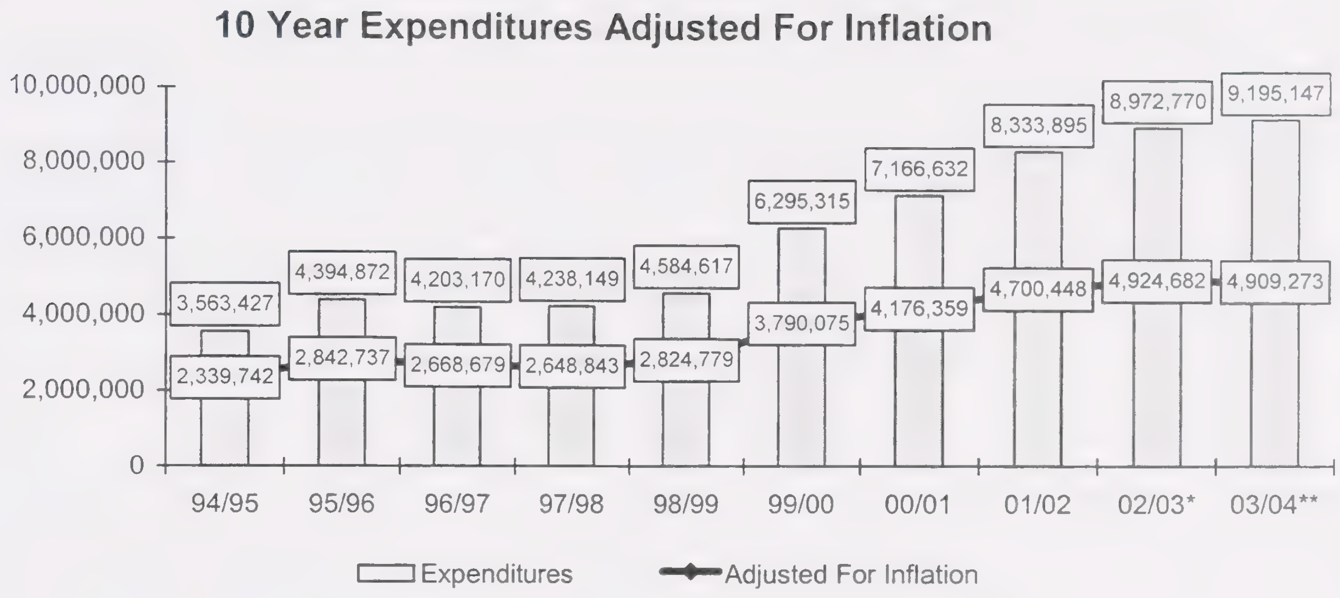
MISSION STATEMENT

To serve and safeguard the community from the impacts of fire, emergency injury and illness, and other physical dangers by providing emergency fire/rescue response, public education, planning, and prevention for the County of San Luis Obispo and its residents.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	7,452,651	8,199,140	8,840,947	8,816,147	8,816,147
Other Charges	0	0	0	0	0
Fixed Assets	881,244	194,199	379,000	379,000	379,000
**Gross Expenditures	$ 8,333,895	$ 8,393,339	$ 9,219,947	$ 9,195,147	$ 9,195,147
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 8,333,895	$ 8,393,339	$ 9,219,947	$ 9,195,147	$ 9,195,147
Revenues	2,355,351	2,723,576	2,418,964	2,378,964	2,378,964
General Fund Support (G.F.S.)	$ 5,978,544	$ 5,669,763	$ 6,800,983	$ 6,816,183	$ 6,816,183

Source of Funds





*Adopted
**Recommended

SERVICE PROGRAMS

Emergency Response

Provide a well trained and disciplined emergency response team that is properly equipped and prepared to command and control fires, technical rescues, medical emergencies, vehicle accidents, floods, airport crash/rescues, radiological emergencies, hazardous material spills, and other emergencies.

Total Expenditures: $8,582,660 Total Staffing (FTE): 69.75

Prevention/Code Enforcement/Investigation

Promote a safe community by protecting the public health and safety from direct and indirect impact of fires and other emergencies through planning, investigation, public education, hazard and risk reduction, and code enforcement.

Total Expenditures: $359,620 Total Staffing (FTE): 4.0

Training

Train career and volunteer firefighters to enhance skills in firefighting, hazardous materials emergencies, emergency medical service; cliff, flood, and surf rescue, radiological emergencies, heavy fire equipment operation, incident command system, and airport crash/rescue/firefighting.

Total Expenditures: $252,867 Total Staffing (FTE): 3.0

DEPARTMENT COMMENTS

The 2003-04 Fire Department budget request reflects a Maintenance of Effort with no service level change that is not 100% revenue offset. The staffing augmentation plan previously approved by the Board will be put on hold in order to contain increases in General Fund support.

The fire department is actively training, equipping, and preparing for potential Homeland Security threats. Fire and Medical First Responders, Technical Rescue, and Hazardous Material teams are concentrating on preparedness. Additional equipment and training resources have been provided via grant funding.

Significant issues for the upcoming year:

- Carrizo Plains (California Valley) Fire Station should be completed
- Study to determine permanent site for fire department training and drill grounds

- Replacement of miscellaneous old fire department response vehicles, rescues, water tenders, and support equipment.

This budget request is based on the current level of salaries and employer costs for the CDF personnel. It should be noted that labor negotiations are reopening for these employees in April 2003 and a change in costs may result, either up or down. The net effect of those negotiations could be a much as a 7% increase or an actual reduction in current labor costs.

The grant funding for the Limited Term Fuels Management Battalion Chief position ends on 6/30/03, therefore this position has been removed. We have received tentative approval for the continuation of this grant into next fiscal year, however, we are eliminating the position until that grant is actually awarded and accepted. The budget reflects an increase from partial to full year for one Dispatcher FTE position that was approved by the Board mid year and is 100% offset by contract revenues.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The County has a contract with the California Department of Forestry and Fire Protection to provide structural fire protection and other emergency services for the unincorporated areas of the County not covered by district fire departments. The resources provided through this contract are referred to as County Fire. The personnel in the County Fire Department are not included on the personnel allocation list for County employees.

The recommended budget includes funding for 76.75 positions. This includes the addition of one Dispatcher full time equivalent position and elimination of one Battalion Chief position that was tied to grant funds for fuel management. The Battalion Chief position may be restored if the grant funding that offset the position cost is approved at a later time. Overall, this budget is maintained at a status quo level.

Expenses in the service and supply accounts are recommended to increase by nearly 4%. All requested fixed assets are recommended for approval. This includes a replacement water tender vehicle at $250,000, a replacement chassis for a rescue vehicle at $60,000, a replacement training utility truck at $35,000 and a hydraulic rescue tool and a washing system for fire turnouts totaling $34,000. The $250,000 for the water tender vehicle for fixed assets will be funded by the fire equipment reserve fund. The amount requested in fixed assets is about $114,000 less than the current year. The reduction in fixed asset expenditures help to keep the overall expenditure increase to 2½%.

Revenues for this budget are increased by $140,038 or 6% more than the current year. Sources for the increased revenue include grant funds associated with a geographic information mapping project approved by the Board of Supervisors in the current year ($31,850) and estimated increases in Proposition 172 revenue ($23,288). Also contributing to the higher revenue are increased first responder ambulance reimbursements and increased contract revenue from providing fire and/or dispatch services to local district and/or city fire departments.

Due to reductions in fixed asset expenditures and higher revenues, the increase in General Fund costs for this budget unit is $82,339, or about 1% increase above the current year. It is notable that potential future labor costs may have a significant effect upon this budget. The State has scheduled prevailing wage increases and changes to fire personnel overtime pay that may result in an additional annual expense of $400,000 to $600,000 to the recommended amount for this budget unit. This potential expense is not included in the recommended budget as the amount is defined later in the year and incorporated into the County Fire contract renewal that normally occurs in fall. Additional funds to cover the labor costs may need to be allocated at that time.

Costs in this budget unit have increased substantially over the past five years. Addressing the “two in two out” requirement, increased staffing at fire stations and enhancement of service levels have resulted in a 91% increase in budgeted operational expenditures and 105% increase in General Fund contribution over the past five years. While County Fire continues to provide very good service levels for the dollars spent, increases in labor costs will be a factor in expanding future service levels or areas of service.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Effectively manage and mitigate emergencies within nationally recognized response time standards.

Communitywide Result Link: A safe community, A healthy community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Average response time to emergencies by stations staffed with volunteers (Morro/Torro and Oak Shores).	19 minutes	18 minutes	18 minutes	17.5 minutes	17.5 minutes	17 minutes

What: Response time is the time elapsed between receiving a 911 emergency call and Fire Department resources arriving at the scene of the emergency.

Why: Nationally accepted standards identify that response times in excess of 5 minutes dramatically reduce emergency responders' effectiveness in mitigating the effects of cardiac arrest or spread of fire.

How are we doing? Current average is 18 minutes. The range averages 17 minutes in Morro/Torro to 19 minutes in Oak Shores. While Nationally recognized standards call for an average 5 minute response time 90% of the time, it is unrealistic to expect to meet this standard in all rural areas. This should however remain the standard by which we measure our effectiveness. We anticipate that the activation of the new computer aided dispatch system will reduce all response times by approximately 30 seconds.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Average response time to emergencies by stations with part-time staff coverage (Cambria, California Valley, Creston, Heritage Ranch, San Luis Obispo, and Shandon).	16 minutes	15 minutes	15 minutes	14.5 minutes	14.5 minutes	14 minutes

What: Response time is the time elapsed between receiving a 911 emergency call and Fire Department resources arriving at the scene of the emergency.

Why: Nationally accepted standards identify that response times in excess of 5 minutes dramatically reduce emergency responders' effectiveness in mitigating the effects of cardiac arrest or spread of fire.

How are we doing? Current average is 15 minutes. The range averages 12 minutes in San Luis Obispo to 18 minutes in California Valley. While Nationally recognized standards call for an average 5 minute response time 90% of the time, it is unrealistic to expect to meet this standard in all rural areas. This should however remain the standard by which we measure our effectiveness. We anticipate that the activation of the new computer aided dispatch system will reduce all response times by approximately 30 seconds.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Average response time to emergencies by stations with full-time staff coverage (Airport, Avila Valley, Meridian, Nipomo, Nipomo Mesa, Parkhill, and Paso Robles).	11.5 minutes	11 minutes	11 minutes	10.5 minutes	10.5 minutes	10 minutes

What: Response time is the time elapsed between receiving a 911 emergency call and Fire Department resources arriving at the scene of the emergency

Why: Nationally accepted standards identify that response times in excess of 5 minutes dramatically reduce emergency responders' effectiveness in mitigating the effects of cardiac arrest or spread of fire.

How are we doing? Current average is 11 minutes. The range averages 6.5 minutes in Nipomo to 14 minutes in Park Hill. While Nationally recognized standards call for an average 5 minute response time 90% of the time, it is unrealistic to expect to meet this standard in all rural areas. This should however remain the standard by which we measure our effectiveness. We anticipate that the activation of the new computer aided dispatch system will reduce all response times by approximately 30 seconds.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of time the initial resources effectively handled the incident.	New Measure	70%	72%	74%	74%	74%

What: Indicates the number of times initial resources were sufficient to handle an incident.

Why: Nationally accepted standards show that to safely and effectively operate at the scene of an emergency requires a minimum of 4 firefighters to arrive within the prescribed response time. Currently initial resources are staffed with 2 personnel.

How are we doing? Our success rate is a direct reflection of our standard staffing pattern and predominate incident type. A 2 person crew is generally sufficient at most medical emergencies, however more complex incident such as fires, vehicle accidents, and rescues, will always require additional resources to be operationally effective.

Department Goal: Ensure that all new construction and existing public occupancy buildings comply with Uniform Fire Code and State Fire Safe Regulations.

Communitywide Result Link: A safe community, A livable community.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of pre-fire engineering (plan review) and code enforcement inspections (site inspections) completed for new construction within required time frame.	100%	100%	100%	100%	100%	100%

What: Plan review and site inspections are necessary to assure compliance with fire and life safety codes.

Why: Compliance with fire and life safety standards ensures the safe and responsible development of our community.

How are we doing? This past year 4,700 personnel hours were devoted to completing the necessary plan reviews and site inspections for 851 new construction projects. All projects were completed within required time frame.

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of code enforcement inspections completed for existing public occupancy buildings within required time frame.	27%	30%	24%	26%	26%	26%

What: Facility inspections assure compliance with fire and life safety codes.

Why: Compliance with fire and life safety standards ensures the safety and economic stability of our community.

How are we doing? Last year ('00-01) 168 out of 700 public occupancies received code enforcement inspections. The low number of inspections in existing occupancies is a result of the available staff hours being predominately consumed by the high volume of new construction plan reviews and site inspections.

Department Goal: Provide training to maintain a safe and efficient emergency response team, educate the public on prevention strategies, and meet federal, state, and local mandates.

Communitywide Result Link: A safe community, A healthy community, A well governed community.

8. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of students/percentage of target student population receiving fire/life safety education.	New Measure	8,100 students/41%	8,165 students/43%	8,100 students/41%	8,165 students/43%	8,165 students/43%

What: Students in preschool through sixth grade who receive fire/life safety education.

Why: Fire/life safety education is proven to have a direct impact on reducing the number of fires and inquires within the community.

How are we doing? Our success in reaching the target student population is a refection of available staff. Currently a single State funded employee coordinates the State supported Volunteers in Prevention to deliver these programs. No County funded staff are currently allocated to this program.

9. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of hours/percentage of full-time and paid-call personnel receiving mandated training.	New Measure	60,000 hours/ 100% trained	65,000 hours/ 100% trained	61,000 hours/ 100% trained	65,000 hours/ 100% trained	65,000 hours/ 100% trained

What: Number of mandated training hours for personnel.

Why: State, Federal, and local mandates require specific training on an annual basis to maintain a safe and efficient emergency response team.

How are we doing? Consistently meeting target.

10. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Annual fire loss per thousand population.	New Measure	$32,910	$30,000 per 1,000 population.	$30,000 per 1,000 population.	$30,000 per 1,000 population.	$30,000 per 1,000 population.

What: Property lost to fire in relation to community population. Includes structure and wildland responsibilities.

Why: Fire loss trends are an indicator of fire suppression and public education program effectiveness.

How are we doing? This past year was the lowest acreage lost to wildland fire in 25 years. This is reflected in the lower fire loss statistics. A focused public education program to reduce mowing fires proved quite successful.

11. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of citizens that indicate they are satisfied with the services County Fire provides.	New Measure	New Measure	Pending Administrative Office Review	Data available summer '02	Pending Administrative Office Review	Data available Fall 03

What: The Administrative Office plans to carry out a biannual citizen satisfaction survey, the first of which will take place in summer 2002. The survey tool will include specific questions designed to solicit information from the public relative to whether they feel they are receiving satisfactory service and adequate protection from the County Fire Department.

Why: The information gained from this survey will be used to help us improve customer service to the public.

How are we doing? New Measure.

12. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of fire related deaths per 10,000 population.	New Measure	New Measure	.05	0	0	0

What: Fire related death rate in relation to community population. Includes structure, wildland, and vehicle fires.

Why: Fire related death trends are an indicator of fire suppression and public education program effectiveness.

How are we doing? The national average is .15 fire deaths per 10,000 population. Last calendar year our county experienced 4 fire related deaths in a protected population of approximately 80,000.

13. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of firefighters per capita.	New Measure	New Measure	0.75 per 1,000	0.75 per 1,000	0.9 per 1,000	0.9 per 1,000

What: The number of fire department personnel in relation to community population.

Why: The fire department strives to provide cost effective service. The number of firefighters per capita is one reflection of the fire department's efficiency.

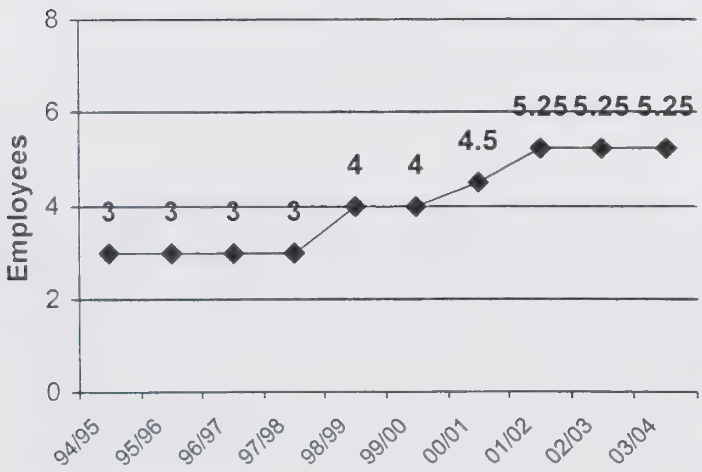
How are we doing? Nationally recognized standards identify 1 to 1.5 firefighters per 1,000 population as the optimum fire department staffing level for a community such as ours.

MISSION STATEMENT

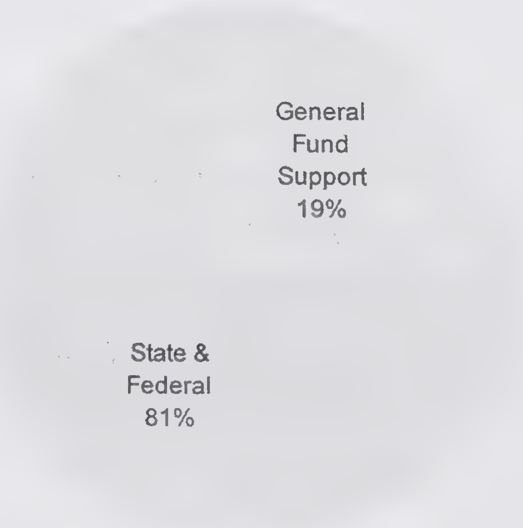
The County Office of Emergency Services is committed to serving the public before, during and after times of emergency and disaster by promoting effective coordination between agencies and encouraging emergency preparedness of the public and organizations involved in emergency response.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 412,289	$ 420,465	$ 497,556	$ 497,556	$ 497,556
Services and Supplies	227,395	255,086	405,654	389,514	389,514
Other Charges	0	0	0	0	0
Fixed Assets	0	52,711	69,100	61,600	61,600
**Gross Expenditures	$ 639,684	$ 728,262	$ 972,310	$ 948,670	$ 948,670
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 639,684	$ 728,262	$ 972,310	$ 948,670	$ 948,670
Revenues	556,824	706,575	786,380	780,618	780,618
General Fund Support (G.F.S.)	$ 82,860	$ 21,687	$ 185,930	$ 168,052	$ 168,052

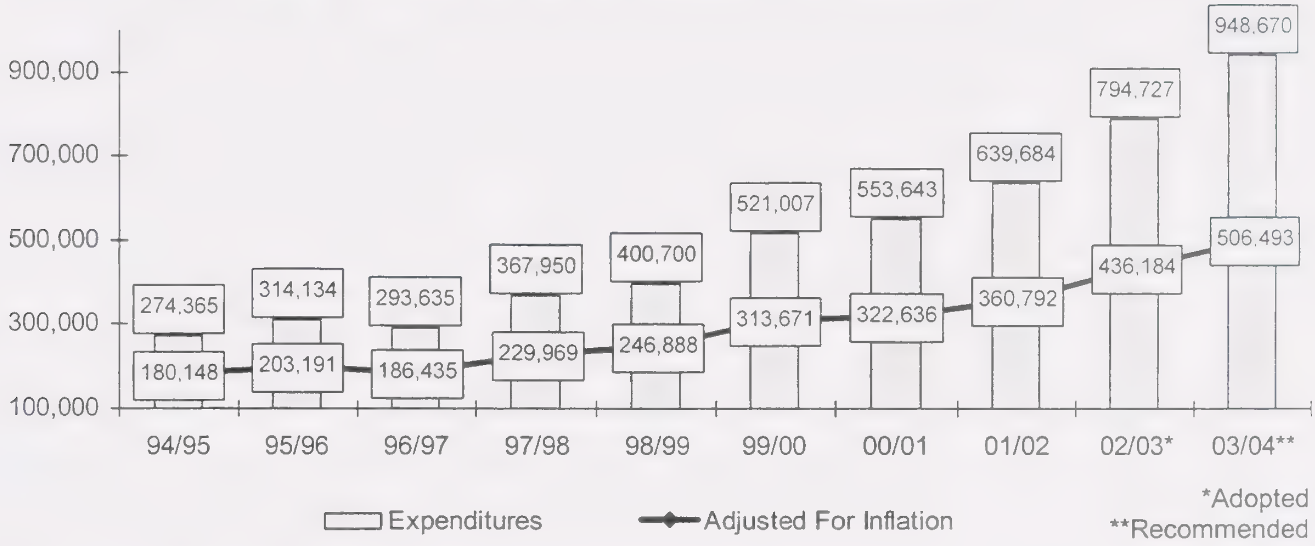
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAM DESCRIPTION

Emergency Planning

Develop and maintain specific disaster and emergency contingency plans including the San Luis Obispo County Emergency Operations Plan to ensure compliance with State guidelines regarding multi-hazard planning. Assist outside agencies and jurisdictions in developing coordinated emergency plans. Maintain the San Luis Obispo County/Cities Nuclear Power Plant Emergency Response Plan. Coordinate response and evacuation planning and the development of standard operating procedures.

Total Expenditures: $180,247 Total Staffing (FTE): 1.0

Emergency Preparedness/Coordination

Plan and coordinate pre-emergency actions which will result in an effective and timely response to multi-jurisdictional emergencies by affected agencies. Maintain emergency operations centers in a state of readiness. Prepare reports required by the California Office of Emergency Services and the Federal Emergency Management Agency (FEMA) to ensure regulatory compliance and maintain the County's eligibility to participate fully in state and federal funding programs.

Total Expenditures: $227,680 Total Staffing (FTE): 1.25

Emergency Response, Exercises, and Drills

Coordinate deployment of public resources in response to emergencies through activation and support of the County-wide emergency organization and plans. Develop and administer emergency response exercises and drills which provide effective training experiences, test emergency response plans, and comply with appropriate state and federal requirements.

Total Expenditures: $313,061 Total Staffing (FTE): 1.75

Emergency Worker Training

Develop, maintain, and coordinate the San Luis Obispo County emergency worker training program (classroom training, drills, and exercises) to train county employees and other emergency responders to effectively respond to emergencies and disasters.

Total Expenditures: $180,247 Total Staffing (FTE): 1.0

Public Information

Disseminate emergency information during large emergencies of which the county is a lead agency. Coordinate dissemination of emergency information as requested by other agencies. Develop and distribute information, and/or coordinate distribution of, emergency procedures to the public to enhance emergency preparedness.

Total Expenditures: $37,947 Total Staffing (FTE): .20

Disaster Recovery Coordination

Coordinate initial disaster recovery operations between cities, special districts, county departments, the State Office of Emergency Service, and the Federal Emergency Management Agency. Coordinate damage assessment and assist the public and local government jurisdictions in determining eligibility and obtaining state and/or federal disaster assistance.

Total Expenditures: $9,488 Total Staffing (FTE): .05

RECOMMENDED BUDGET AUGMENTATION REQUESTS AND RELATED RESULTS

Unit /Amount	Description	Results
Upgrades to the Emergency Operation Center and Joint Media Center Gross: $78,000 General Fund Support: $ 0	Replace manual documentation and display system with electronic display boards, tracking system and communication equipment.	Increase information flow speed and accuracy to the media and the public in the event of a major emergency. Increased coordination between Emergency Operations Center staff and the Joint Media Center staff. Increase efficiency of information flow with fewer staff needed.

DEPARTMENT COMMENTS

In order to accomplish its mission and meet its goals and performance measures, the Office of Emergency Service's (OES) continues to serve in its role of coordinating emergency management and planning efforts between various public safety and other agencies throughout the county. These coordination efforts help to ensure that response to, and recovery from, large emergencies and disasters is accomplished in the most efficient and prompt manner possible.

The OES budget includes an increase in total appropriations, however the increase is offset with revenue. The increase requested will be used by OES to coordinate emergency management and planning for all activities related to emergency preparedness. It is possible that future federal terrorism grants may contribute to help offset staffing and related costs, however that is not assured.

During fiscal year 2002-2003, OES had many accomplishments, including:

- Completion of two federally evaluated nuclear power plant emergency exercises/drills, resulting in increased preparedness for actual emergencies.
- Increased coordination of terrorism emergency management issues with agencies throughout the county, resulting in increased preparedness efforts.
- Coordinated with, and obtained federal grants for, fire, law enforcement, and other first responder agencies for equipment for use in responding to terrorism and other emergencies.
- Trained 1,600 emergency workers and related personnel on disaster and emergency response procedures, resulting in increased levels of readiness.

During fiscal year 2003-2004, key projects that will be undertaken include:

- Revision of the Emergency Operations Plan, which is a master policy and procedure document; this will ensure the latest emergency management practices are in use by OES, in turn resulting in better preparedness efforts.

- Work with other agencys to enhance plans for the use of alternate Emergency Operations Centers, resulting in enhanced readiness by having alternate locations to perform emergency coordination duties during large emergencies.
- Continue to increase terrorism coordination efforts with agencies countywide, which also increase readiness for other types of emergencies. Continued training of emergency workers and related personnel.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall expenses for the Office of Emergency Services (OES) are recommended to increase by approximately 19% or $154,000 compared to the 2002-03 budget. There is no increase in the General Fund support as all of the increase is revenue offset. No increases in staff are proposed.

The majority of the increase in appropriations is needed due to an increase in Auditor countywide overhead charges of $47,000 and increased costs related to replacement of aging, and inefficient, communications and related systems in the Emergency Operations Center and Joint Media Center ($78,000).

The increase in appropriations is mostly offset by Nuclear Power Plant Emergency Response Preparedness Program funds, which are paid to the State of California by the utility operating the plant. The State in turn reimburses OES and other agencies for costs related to nuclear power plant emergency planning and preparedness.

Overall, the budget for OES is 73% offset by Nuclear Power Plant (NPP) Emergency Response Preparedness Program funds. An additional 3% of the OES budget is offset by Federal Emergency Management Agency funds provided through the state for local agencies to assist with disaster response planning.

This budget also includes expense and revenue associated with homeland security grants. OES, as the local operational area contact, is becoming more impacted with administering these grants for other county and city agencies.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Coordinate emergency planning efforts of government and community based organizations to ensure a consistent, county-wide response to emergency situations and compliance with regulatory requirements.

Communitywide Result Link: A safe community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of deficiencies received during biennial and other Federal Emergency Management Agency evaluations related to compliance with regulations involving nuclear power plant related emergency plans and procedures.	0	0	No evaluation held	0	0	No evaluation until 04/05

What: The Federal Emergency Management Agency evaluates a full-scale simulated nuclear power plant emergency exercise every two years. This is done to evaluate emergency preparedness and ensure compliance with regulatory requirements.

Why: A zero deficiency rating by FEMA is a statement that emergency planning, training, and coordination within San Luis Obispo County is to the level necessary to provide a reasonable assurance of protection of the public health and safety.

How are we doing? We received no deficiencies during the FEMA evaluated exercises held in 2000-01 and 2002-03. The next full-scale exercise will be held in 2004/05.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of Areas Requiring Corrective Action (ARCA) received during biennial and other Federal Emergency Management Agency evaluations related to compliance with regulations involving nuclear power plant related emergency plans and procedures.	6, which is believed to be within the top 25% of all local jurisdictions	To be in the top 25% of all local jurisdictions	No evaluation held	To be in the top 25% of all local jurisdictions	No ARCAs, which places us within the top 25% of all local jurisdictions	No evaluation until 04/05

What: ARCAs are recommendations to improve procedures or training which do not jeopardize the health and safety of the community.

Why: To refine emergency management and response capability.

How are we doing? We received no ARCAs for the 2002-03 federally evaluated exercises, which places us within the top 25% of all local jurisdictions. The next FEMA evaluation will take place during 2004/05.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of emergency response plans and operating procedures updated/reviewed every year.	New Measure	70%	33%	35%	35%	35%

What: County response plans and/or procedures provide policy direction and guidance during emergencies.

Why: Review of the emergency plans and/or procedures ensures they meet appropriate standards.

How are we doing? By updating 35% (which equates to about 24) of our plans or procedures annually, County residents can be assured that the best possible emergency response can be made available in the event of a disaster. Please note that the FY 01-02 adopted result figure of 70% represents a misprint – it should have been 35%.

Department Goal: Coordinate emergency planning efforts of government and community based organizations to ensure a consistent, county-wide response to emergency situations and compliance with regulatory requirements.

Communitywide Result Link: A safe community.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of survey respondents rating the overall effectiveness of our coordination efforts for agencies involved in emergency drills/exercises or actual events/incidents as good to excellent.	New measure	85%	90%	90%	90%	90%

What: This measures the effectiveness of our coordination efforts related to emergency drills/exercises.

Why: This feedback is important so that we can continually improve our coordination efforts.

How are we doing? As indicated by the projected results, OES continues to effectively coordinate emergency drills/exercises and actual response to incidents in an effective, efficient manner.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of survey results rating training done by OES as "good" to "excellent".	New Measure	80%	90%	90%	87%	90%

What: The County Office of Emergency Services incorporates a variety of training programs for both County employees and members of other organizations involved with emergency response.

Why: This is a reflection of the effectiveness associated with the training as determined from the recipients of the training.

How are we doing? OES was in reasonable proximity of the goal of 90%. Although slightly below the actual goal, at 87%, OES will continue to pursue the objective of effective emergency management training efforts, with the objective of reaching the 03-04 goal of 90%.

Department Goal: Manage, coordinate, and maintain emergency operations centers and emergency equipment/systems in states of readiness to ensure effective and efficient response to an emergency.

Communitywide Result Link: A safe community.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of monthly inspections of the County Emergency Operations Center (EOC) and related facilities completed on schedule.	New Measure	100%	100%	100%	100%	100%

What: Emergency facilities and communications/data equipment that are used to coordinate and oversee incident response actions need to be maintained and ready for use at any time.

Why: Maintaining properly functioning equipment and communications at the County Emergency Operations Center is essential to effective emergency response.

How are we doing? OES continues to ensure emergency facilities, communications equipment, and related resources under its oversight are ready for immediate use.

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of bi-monthly Emergency Alert System (EAS) tests completed on time and successfully from the County Emergency Operations Center (EOC).	100% of all tests completed; system 100% operational	100% of all tests completed; system 100% operational	100% of all tests completed; system 100% operational	100% of all tests completed; system 100% operational	100% of all tests completed; system 100% operational	100% of all tests completed; system 100% operational

What: Using EAS, emergency information can quickly be provided to the public through electronic media such as radio, broadcast TV, and cable TV.

Why: Testing the Emergency Alert System ensures that important information will reach the public in the event of an emergency.

How are we doing? Consistently meeting target of the system being 100% operational.

Department Goal: Maximize reimbursement and revenues from state, federal, and local sources.

Communitywide Result Link: A prosperous community.

8. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of Office of Emergency Services costs reimbursed from state, federal, and local sources.	80%	75%	70%	75%	75%	75%

What: This measures the extent to which we are successful in securing non-general fund dollars to offset local emergency planning costs.

Why: In order to ensure emergency plans and procedures can be developed by local agencies, state and federal emergency management fiscal reimbursement programs are in place to partially offset costs.

How are we doing? We believe we are maximizing our opportunities for reimbursement. Barring any other unforeseen events or emergencies, we expect to meet the 02-03 target of 75%.

Department Goal: Manage, coordinate, maintain, and provide effective emergency management services at a reasonable cost.

Communitywide Result Link: A prosperous community.

9. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Cost per capita for emergency management services (excluding nuclear power planning activities).	New Measure	New Measure	65¢	67¢	67¢	69¢

What: This measure provides a baseline for comparing the costs of emergency services costs to other like agencies.

Why: In order to demonstrate emergency management costs are reasonable for the value and services received.

How are we doing? Comparable agencies (i.e., Santa Barbara and Monterey) are spending, on average, a $1.19 in General Fund Support per capita for emergency management services.

10. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Cost per capita for nuclear power emergency management and planning services.	New Measure	New Measure	$6.33	$6.48	$6.55	$6.68

What: This measure provides a baseline for comparing our nuclear power emergency management and planning costs to other like agencies.

Why: In order to demonstrate nuclear power plant emergency management and planning costs are reasonable for the value and services received.

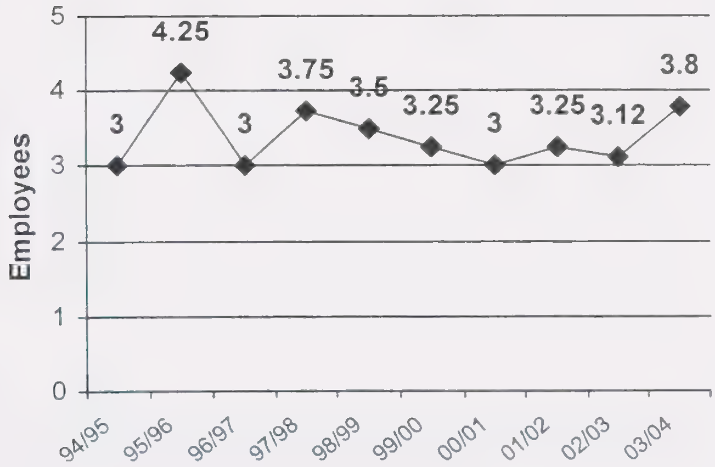
How are we doing? The only agency comparable to San Luis Obispo County is the San Onofre Nuclear Generating Station (SONGS). SONGS spends $6.46 per capita for nuclear power emergency management and planning activities.

MISSION STATEMENT

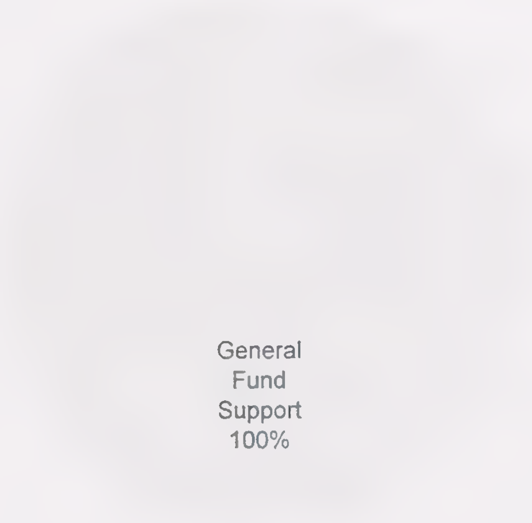
Provide public facilities and services that ensure health and safety and enhance quality of life for the community.

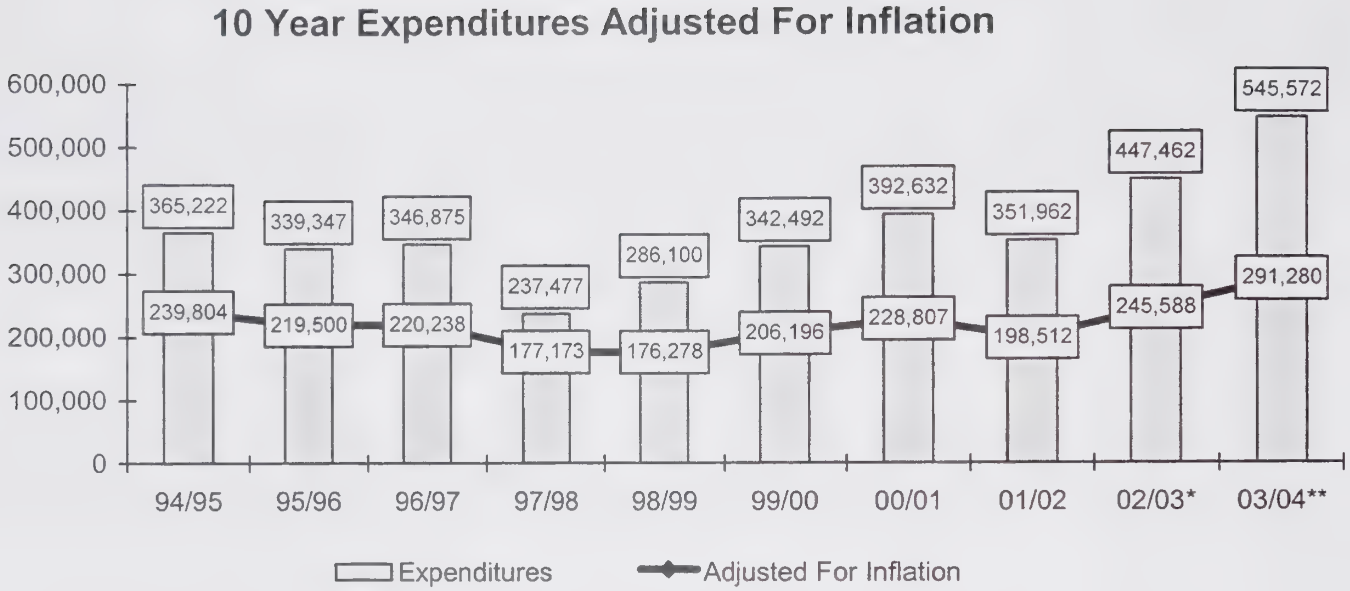
Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	351,962	384,068	479,992	545,572	545,572
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 351,962	$ 384,068	$ 479,992	$ 545,572	$ 545,572
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 351,962	$ 384,068	$ 479,992	$ 545,572	$ 545,572
Revenues	0	0	0	0	0
General Fund Support (G.F.S.)	$ 351,962	$ 384,068	$ 479,992	$ 545,572	$ 545,572

Number of Employees
(Full Time Equivalent)



Source of Funds





*Adopted
**Recommended

SERVICE PROGRAMS

Landfill Management

Supervise/perform maintenance at a closed landfill (the Los Osos Landfill) in a fiscally and environmentally sound manner to ensure compliance with Federal, State, and local regulations. Monitor and report environmental impact results, inspect and maintain the gas control system, and perform corrective action.

Total Expenditures: $216,922 Total Staffing (FTE): .94

Solid Waste Coordination

Design and implement programs to reduce solid waste and enhance recycling efforts. Negotiate and administer franchise contracts with waste hauling vendors. Act as a central information source and "clearinghouse" for inquiries from the public and other agencies regarding solid waste matters.

Total Expenditures: $230,540 Total Staffing (FTE): 2.22

National Pollutant Discharge Elimination System (NPDES); Storm Water

Develop and implement programs and Best Management Practices to reduce pollutants in storm water runoff to ensure compliance with Federal and State regulations. Act as the County-wide storm water coordinator and provide storm water information and resources to other departments, agencies, and the public.

Total Expenditures: $98,110 Total Staffing (FTE): 0.65

DEPARTMENT COMMENTS

The existing service programs of the Waste Management budget include Landfill Management and Solid Waste Coordination. The cost of existing resources would increase County costs by $32,530 or 7.3% over the 2002-03 Board approved level. Expenditure reductions of $32,530 are needed if the General Fund level of financing remains at the 2002-03 level approved by the Board. The Department's request includes $98,110 (21.9%) for the costs of complying with Phase II of the National Pollutant Discharge Elimination System (NPDES) – mandated by the Federal and State Governments.

The Landfill Management program has continued to comply with mandates enforced by the Regional Water Quality Control Board (RWQCB) for post-closure maintenance of the Los Osos Landfill. Annual waste discharge reports and ongoing reporting on the monitoring requirements have been submitted to the RWQCB in a timely manner. The gas collection and flare is operating effectively, and complies with the Air Pollution Control District's permit. In order to equal the Board approved level of financing for 2002-03, existing resources need to be reduced $13,000, eliminating analysis on the gas extraction system that was intended to provide recommendations on potential long-term cost reductions.

The Solid Waste Coordination program has assisted local waste haulers in obtaining grants to expand curbside recycling in Santa Margarita and expand services in other rural areas. Program efforts have also included working with the new solid waste franchisee on customer-related activities, and completed refund and drive-in charge revisions. In-house ROR (Recycling Office Resources) program continues, and efforts to consider a Construction and Demolition recycling ordinance have been initiated. In order to equal the Board approved level of financing for 2002-03, existing resources need to be cut $19,000, reducing public education advertising materials.

The proposed National Pollution Discharge Elimination System (NPDES) program is required to comply with the mandates established under the Clean Water Act. Preparation of the required Storm Water Management Plan (SWMP) was completed in FY 2002-03, with the 5-year implementation schedule commencing in FY 2003-04. These initial implementation efforts will include coordinating activities with other affected local agencies for the purpose of seeking partnering opportunities – a continuation of current efforts to address local concerns in the plan development. Since the County already implements several activities that help to minimize storm water pollution, enhancing those existing activities will be the focus of implementation efforts as opposed to the development of altogether new programs. Minimum measures of the mandates include 1) Public Education, 2) Public Participation, 3) Construction, 4) Post Construction, 5) Illicit Discharge, 6) Municipal Operations.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Waste Management Program's budget functions under the umbrella of the Public Works Department's Internal Service Fund. All staffing, services, supplies and equipment necessary to perform waste management services are provided by the Internal Service Fund and charged back as services are performed.

There are three components of this budget: the Landfill Management program, the Solid Waste Coordination Program, and the new National Pollution Discharge Elimination System program referenced above. This budget is fully funded out of the General Fund.

The recommended budget of $545,572 maintains expenditures for both the Landfill Management and Solid Waste Coordination service programs at the FY 2002/03 level, and includes funds for supplies and staff to implement the NPDES program. This represents a 22% increase over the current year General Fund support level. As mentioned above, the department will be making total expenditure reductions of $32,530 in the Landfill Management and Solid Waste Coordination Programs to meet this funding level. The most significant reduction will be made in staffing and vendor costs associated with public information and education under the AB 939 waste diversion effort. In addition, the department plans to reallocate resources within these two service programs to include approximately $20,000 in staff and vendor costs to support community clean ups and chipping events.

There are no revenues associated with this budget, however approximately $450,000 in franchise fees will be paid to the County in FY 2003/04 by garbage haulers. This revenue is reflected in BU 2001 - Non-Departmental Revenue.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Design and implement cost effective and efficient programs to reduce solid waste and enhance recycling opportunities in the unincorporated areas.

Communitywide Result Link: A healthy community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Pounds per day per capita of solid waste generated within the SLO County Integrated Waste Management Authority region.	Data Not Available	Revised Measure	5.7	5.5	6.5	6.0

What: The pounds of solid waste per day per capita originating in the SLO County Integrated Waste Management Authority region (i.e., the entire County, less the City of Paso Robles) sent to regional landfills.

Why: This is an indicator of the progress towards the state-mandated waste reduction goal of the Integrated Waste Management Act.

How are we doing? Calculations will be performed to refine the per capita disposal assessment with the membership of Paso Robles. Preliminary results indicate that the disposal rate will increase so the projected per capita results for 02/03 and target for 03/04 are adjusted to reflect that change.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Countywide reduction in the percentage of solid waste disposed in regional landfills.	51%	50%	50%	50%	50%	50%

What: Percentage reduction of solid waste disposed in regional landfills from both the unincorporated and incorporated areas of San Luis Obispo County. This measure takes into consideration: change of population, taxable sales, employment and inflation.

Why: The objective of this program is to extend the life of existing landfills by reducing the stream of solid waste being disposed. This is a State mandated objective.

How are we doing? Countywide, which includes unincorporated and six incorporated areas of the county, the program has met the mandated 50% reduction.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Implementation of the Best Management Practices specified in the County's adopted Storm Water Management Program.	N/A	N/A	N/A	N/A	N/A	50%

What: The Storm Water Management Program identifies specific actions "Best Management Practices" (BMP) and the schedule for their implementation. This measure tracks compliance with the actions and schedule specified in the Program. The six areas that the BMP address are 1) Public Education and Outreach 2) Public Participation and Involvement 3) Illicit Discharge Detection and Elimination 4) Construction Site Runoff Control 5) Post Construction Runoff Control 6) Pollution Prevention/Good Housekeeping.

Why: This is an indicator of progress towards meeting the state mandated National Pollutant Discharge Elimination System (NPDES) goal of reducing pollutants in storm water runoff.

How are we doing? This new program is mandated by Federal and State regulation in a previously unregulated area. During the first year of implementation, the regulatory requirements are subject to interpretation and change. The program began with submittal of the County's Storm Water Management Program to the Regional Water Quality Control Board (RWQCB) on March 10, 2003. An annual report on the progress made toward meeting the implementation goals specified in the Storm Water Management Plan must be submitted to the RWQCB to comply with the NPDES Storm Water Final Rule. The primary focus of the BMP during the first year will be Public Education and Outreach. Examples of two of the BMP in this area include implementation of a Storm Water Pollution Prevention website to distribute educational materials and development of a classroom education program. Once programs are developed, future year goals will address quantitative issues such as how many schools will be reached, etc.

County of San Luis Obispo

Health & Human Services

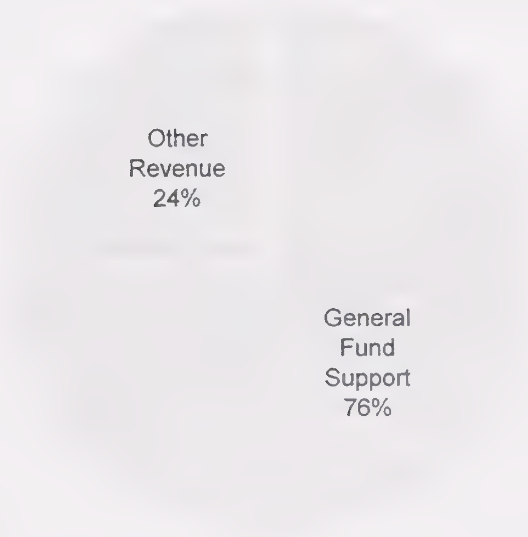
- Contributions to Other Agencies
- Public Health Department
  - Law Enforcement Medical Care
  - County Medical Services Program
  - Emergency Medical Services Fund
  - California Healthcare for Indigents Program
- Behavioral Health
  - Mental Health
  - Drug & Alcohol Services
  - Drinking Driver Program
- Social Services Administration
  - Foster Care
  - CalWORKs
  - General Assistance
- Veterans Services
- Medical Services
  - Medical Assistance Program
  - Suspected Abuse Response Team

MISSION STATEMENT

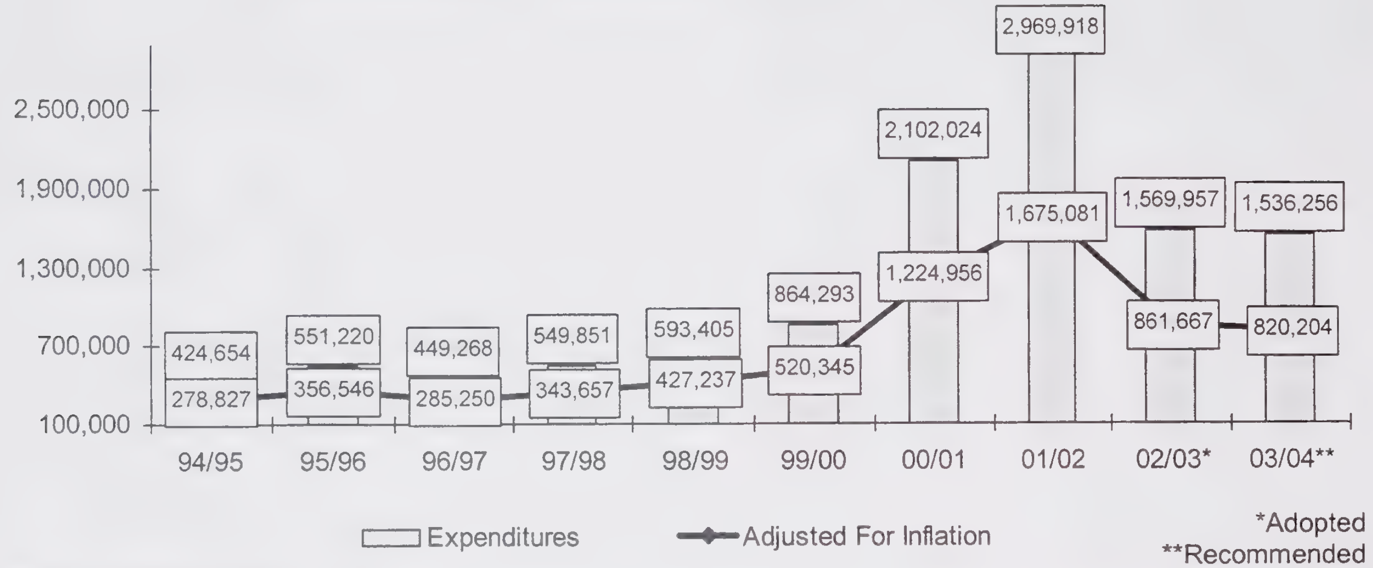
To provide financial support to non-profit agencies and advisory groups, to assist them in providing essential services not provided by the County, and to support their on-going operations.

	2001-02	2002-03	2003-04	2003-04	2003-04
Financial Summary	Actual	Actual	Requested	Recommended	Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	2,969,918	1,548,282	1,536,256	1,536,256	1,751,402
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 2,969,918	$ 1,548,282	$ 1,536,256	$ 1,536,256	$ 1,751,402
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 2,969,918	$ 1,548,282	$ 1,536,256	$ 1,536,256	$ 1,751,402
Revenues	1,901,996	381,842	375,000	375,000	530,000
General Fund Support (G.F.S.)	$ 1,067,922	$ 1,166,440	$ 1,161,256	$ 1,161,256	$ 1,221,402

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Community Based Organizations

Provides funds to non-profit health and human services organizations for programs and services which are not provided by county departments. Eligible organizations submit applications in March of each year. Funding recommendations are included in the proposed budget and considered by the Board of Supervisors during county budget hearings.

Total Expenditures: $287,208 Total Staffing (FTE): 0.0

District Community Projects/Visitors Services and Environmental Grants

Provides discretionary monies to each of the County Supervisors to fund projects for non-profit groups and to provide operating expenses for advisory committees. Applications may be submitted for community project/visitors services and environmental grant funds throughout the year.

Total Expenditures: $160,000 Total Staffing (FTE): 0.0

Preventive Health

Provides funds programs and projects that promote the health and well-being of the community, encourage behaviors and activities that focus on preventing disease, and enable County residents to reach and maintain optimal health stability and independence.

Total Expenditures: $375,000 Total Staffing (FTE): 0.0

Other Agency Requests

Provides funds to a variety of non-profit organization for operations and specific projects. Some of these groups are funded on a recurring basis and others are funded for specific one-time projects. Funding requests are considered by the Board of Supervisors at the annual budget hearing. Funding for the Local Agency Formation Commission (LAFCO) is also included in this budget.

Total Expenditures: $714,048 Total Staffing (FTE): 0.0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Due to the current financial situation that the State and County are facing, the level of funding recommended is the same as in the current year except for a few exceptions noted within this narrative.

Below is a description, by program, of how the recommended funding will be distributed:

District Community Projects/Visitors Services/Environmental Grants: It is recommended that each Supervisor receive $20,000 of district community project funds in fiscal year 2003/04. The $20,000 will be added to the remaining balance in each district's existing fund. It is also recommended that each Board member be allocated funding for Visitors Services ($10,000 each) and Environmental Grants funds ($2,000 each). There will be no carryover of any remaining 2002/03 funds for these programs.

Community Based Organizations (CBO)/Preventive Health Grant (PHG): For 2003/04, the community based organization and preventive heath grant processes were combined. The process for developing funding recommendations for this combined grant program was the same as in the past. Representatives from the Housing Authority, Adult Policy Council, the Mental Health Advisory Board, Drug & Alcohol Board, the Health Commission and Children's Services Network met to review the applications and develop funding recommendation using Board adopted criteria including program results. The County Administrative Office and Board of Supervisors staff were also involved in this review. Contracts will be developed with each of the agencies that will receive funding. Each of those contracts will identify results or outcomes associated with the grant funding.

Recommended funding for the community based organization totals $287,208 which represents approximately a 5.2% increase over the current year. This increase is pursuant to Board direction that community based organization funding increase/decrease by an amount equivalent to the overall increase/decrease in the County's General Fund budget between the current and prior fiscal year. The passage of Measure A set the preventive health grant funding at $375,000. Funding for preventative health grant projects in the amount of $332,385 has been recommended by the Advisory Committee. The distribution of the remaining grant funds of $42,615 will be determined at a later date.

Other Agency Requests: Funding for "Other Agency Request" is recommended at $711,548 for FY 2003/04. Programs funded in this category cover a wide range of services. The requests can be broken down into two areas: contributions that represent funding the County is required to contribute (Central Coast Commission for Senior Citizens-Area Agency on Aging and LAFCO) and contributions which are discretionary in nature (all others).

Recommended changes from status quo include: 1) San Luis Obispo Arts Council - in previous years, the County has matched any State contributions dollar for dollar. Due to State budget cuts this year, the contribution from the State will decrease from $41,000 to $30,000. Staff is recommending a match to the State contribution of $30,000; 2) funding for the County Historical Museum includes a Consumer Price Index adjustment per the Board's agreement; 3) a one-time expenditure of $4,850 for the Partnership for Children is being recommended. This expenditure would reimburse the Partnership for Children for asbestos inspection/removal at a County owned building (717 Walnut Drive, Paso Robles) they rent for their dental clinic.

No new requests were received this year for funding consideration in the Other Agency Request Category. If the Board decides to fund any other requests, staff would ask that the Board provide direction on whether they are one-time or ongoing allocations.

In order to continue to streamline the distribution of funding in this budget unit, staff is again recommending that the signing authority for agreements developed for Other Agency Requests, Community Based Organizations and Preventive Health Grants mirror the process used for District/Visitors Services/Environmental Grant funds agreement. That process gives the County Administrator authority to sign agreements in lieu of an agreement going to the Board and subsequently, distributes the funds to these non-profit organizations in a more timely manner. Staff is recommending that the County Administrator be given the authority to sign these agreements up to $35,000.

BOARD ADOPTED CHANGES

During budget hearings, the Board allocated one time funding in the amount of $50,000 for the Big Brothers Big Sisters organization. In addition, funding in the amount of $155,000 from FY 02-03 unanticipated tobacco settlement money was allocated to Cambria Connection ($26,000), Life Steps Foundation - Transitional Housing Program ($79,000) and North County Connections ($50,000) for use in FY 03-04. The Board further directed that these organizations will be required to participate in the CBO/Preventive Health grant program review process in order to be considered for funding in FY 04-05. Under the Community Based Organizations grant program, funding for the Women's Community Center in the amount of $4,238 was approved as well as an increase of $5,908 for Hotline of San Luis Obispo County.

ORGANIZATION / PROJECT	2003-04 REQUEST	2003-04 RECOMMENDATION	2003-04 ADOPTED
COMMUNITY PROJECTS/ VISITORS SERVICES/ENVIRONMENTAL GRANTS			
District 1:			
Community Projects	$ 20,000 + carryover	$ 20,000 + carryover	$ 20,000 + carryover
Visitors Services	10,000	10,000	10,000
Environmental Grants	2,000	2,000	2,000
District 2:			
Community Projects	$ 20,000 + carryover	$ 20,000 + carryover	$ 20,000 + carryover
Visitors Services	10,000	10,000	10,000
Environmental Grants	2,000	2,000	2,000
District 3:			
Community Projects	$ 20,000 + carryover	$ 20,000 + carryover	$ 20,000 + carryover
Visitors Services	10,000	10,000	10,000
Environmental Grants	2,000	2,000	2,000
District 4:			
Community Projects	$ 20,000 + carryover	$ 20,000 + carryover	$ 20,000 + carryover
Visitors Services	10,000	10,000	10,000
Environmental Grants	2,000	2,000	2,000
District 5:			
Community Projects	$ 20,000 + carryover	$ 20,000 + carryover	$ 20,000 + carryover
Visitors Services	10,000	10,000	10,000
Environmental Grants	2,000	2,000	2,000
Total Community Projects/Visitors Services/Environmental Grants	**$160,000**	**$160,000**	**$160,000**

COMMUNITY-BASED ORGANIZATIONS/ PREVENTIVE HEALTH GRANTS	2003-04 REQUESTED	2003-04 - CBO RECOMMENDATION	2003-04 – PHG RECOMMENDATION	2003-04 BOARD ADOPTED
Adult Services Policy Council	59,785	0	30,000	30,000
AIDS Support Network	19,500	19,592	0	19,592
AIDS Support Network - Hep C Project	36,834	0	0	0
American Red Cross	6,000	4,242	0	4,242
Assistance League	19,500	9,592	0	9,592
Atascadero Loaves & Fishes	10,000	6,592	0	6,592
CA Central Coast Alzheimer's Association	2,050	2,642	0	2,642
Cambria Connection	0	0	0	26,000
Casa Solana, Inc.	15,000	15,592	0	15,592
Central Coast Commission for Senior Citizens - HICAP	1,545	2,137	0	2,137
Central Coast Neurobehavior Center, Inc. DBA Options		0	0	0
Children's Services Network	21,760	0	21,760	21,760
Community Counseling Center	22,476	0	22,470	22,470
Community Health Centers of the Central Coast	75,000	0	50,000	50,000

COMMUNITY-BASED ORGANIZATIONS/ PREVENTIVE HEALTH GRANTS	2003-04 REQUESTED	2003-04 - CBO RECOMMENDATION	2003-04 – PHG RECOMMENDATION	2003-04 BOARD ADOPTED
County of San Luis Obispo - Mental Health - Div of Behavioral Health	8,806	0	8,800	8,800
County of San Luis Obispo, Drug & Alcohol, Div of Behavioral Health	44,998	0	32,000	32,000
Easter Seals Tri-Counties	5,000	4,792	0	4,792
Economic Opportunity Commission-Promotaras Comunitarias	49,500	0	0	0
Economic Opportunity Commission-Forty Wonderful Program	6,500	6,092	0	6,092
Economic Opportunity Commission-Senior Health Screening	32,200	23,592	0	23,592
Economic Opportunity Commission-Child Care Health Linkages Program	99,452	0	0	0
Five Cities Meals on Wheels	3,500	4,092	0	4,092
Gatehelp, Inc./Gryphon Place	20,000	8,747	0	8,747
Harvest Bag	6,000	4,592	0	4,592
Homeless Housing Project	25,000	0	0	0
Hospice of San Luis Obispo County	29,357	0	0	0
HOTLINE of San Luis Obispo County	17,500	11,592	0	17,500
LifeSpan - Ad Care Adult Day Care Centers	18,000	16,092	0	16,092
LifeSpan-Caring Callers, Sr Peer Counseling, RSVP Programs	20,325	19,692	0	19,692
Life Steps Foundation - Transitional Housing Program	0	0	0	79,000
Lifestyles Recovery Center, Inc.	35,947	0	0	0
Long Term Care Ombudsman Services	16,656	17,292	0	17,292
Lucia Mar Unified School District	32,655	0	32,655	32,655
North County Connections	54,500	0	40,000	40,000
North County Connections	0	0	0	50,000
North County Women's Shelter/Resource Center	13,500	13,792	0	13,792
Project Amend, Inc.	50,000	10,592	0	10,592
SLO Child Abuse Prevention Council	35,000		25,000	25,000

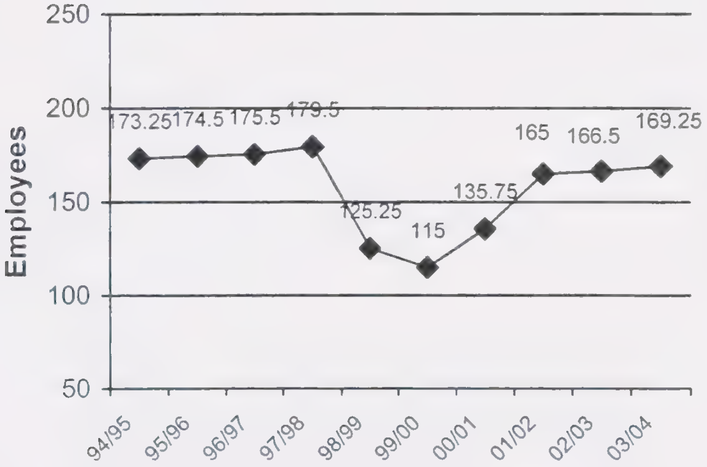
COMMUNITY-BASED ORGANIZATIONS/ PREVENTIVE HEALTH GRANTS	2003-04 REQUESTED	2003-04 - CBO RECOMMENDATION	2003-04 – PHG RECOMMENDATION	2003-04 BOARD ADOPTED
SLO Community Health Foundation for Project H.O.P.E.	24,000	0	0	0
SLO Child Development Center	43,621	23,592	0	23,592
SLO County YMCA	65,944	0	30,000	30,000
Senior Legal Services Project (SLO Legal Alternatives)	9,237	4,592	0	4,592
Senior Nutrition Program	30,000	20,592	0	20,592
Sexual Assault Recovery & Prevention Center (SARP)	23,019	23,092	0	23,092
Transition-Mental Health Association	9,700	0	9,700	9,700
University of California, Division of Agriculture & Natural Resources	24,800	0	0	0
Women's Community Center	4,238	0	0	4,238
Women's Shelter Program	45,600	13,992	30,000	43,992
Other Preventive Health Grant Programs		0	42,615	42,615
Total Community Based Organization/ Preventive Health Grant Requests	**$1,194,005**	**$287,208**	**$375,000**	**$827,354**

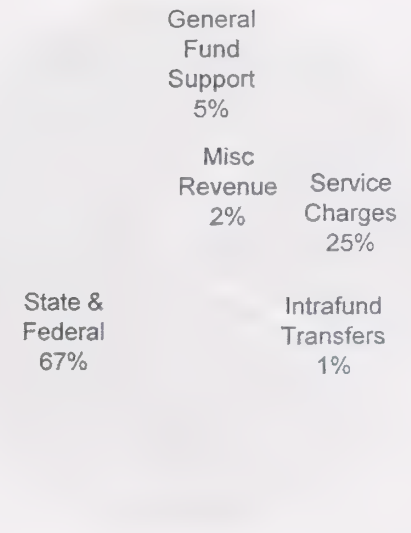
OTHER AGENCIES REQUESTS	2003-04 REQUEST	2003-04 RECOMMENDATION	2003-04 BOARD ADOPTED
Big Brothers Big Sisters	0	0	50,000
Central Coast Commission for Senior Citizens- Area Agency on Aging	40,000	40,000	40,000
Economic Vitality Corporation	100,000	100,000	100,000
Food Bank	90,000	60,000	60,000
Local Agency Formation Commission (LAFCO)	105,350	105,781	105,781
San Luis Obispo Visitors & Conference Bureau	275,000	275,000	275,000
San Luis Obispo County Arts Council	41,000	30,000	30,000
San Luis Obispo County Historical Museum	75,917	75,917	75,917
Zoological Society	20,000	20,000	20,000
The Partnership for Children	4,850	4,850	4,850
Total Other Agencies Requests	**$752,117**	**$711,548**	**$761,548**
Legal Notices & Miscellaneous Expenses	2,500	2,500	2,500
Total Contributions to Other Agencies	**$2,108,622**	**$1,536,256**	**$1,751,402**

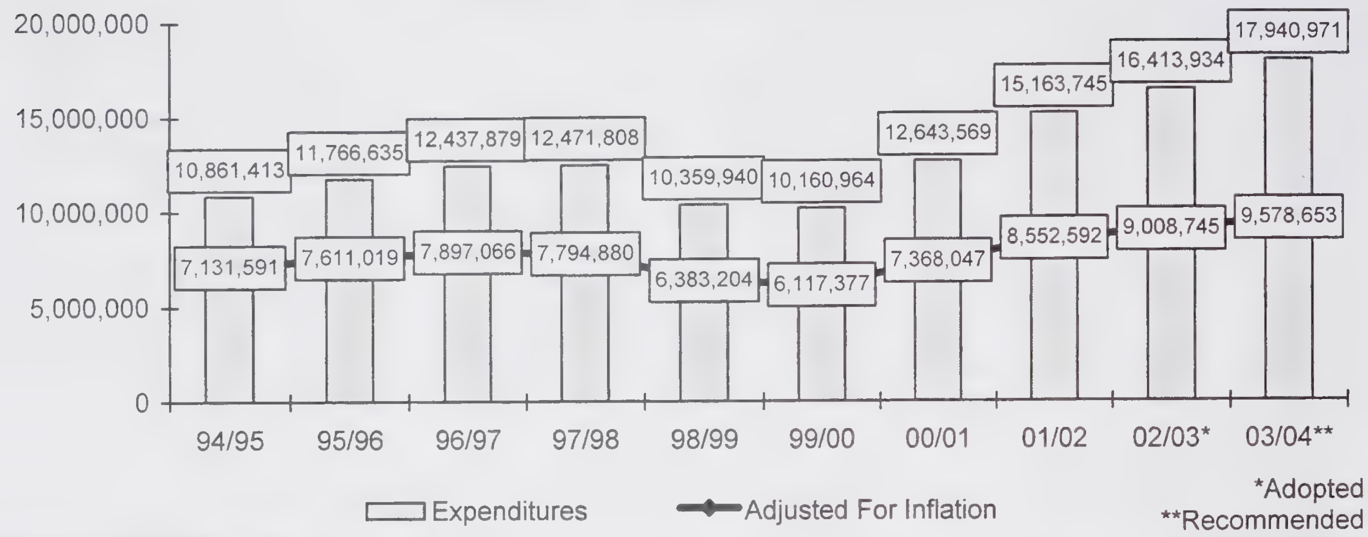
MISSION STATEMENT

The San Luis Obispo County Public Health Department improves and maintains community health by identifying health issues, preventing disease and injury, influencing policy development and promoting healthy behaviors through leadership, collaborative partnerships, education, direct services, and surveillance.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 10,012,761	$ 11,441,458	$ 12,439,530	$ 12,445,389	$ 12,462,918
Services and Supplies	5,008,053	5,340,633	4,901,017	4,896,094	5,078,121
Other Charges	128,617	0	599,488	599,488	599,488
Fixed Assets	14,314	31,815	0	0	0
**Gross Expenditures	$ 15,163,745	$ 16,813,906	$ 17,940,035	$ 17,940,971	$ 18,140,527
Less Intrafund Transfers	311,490	213,593	226,168	226,168	226,168
**Net Expenditures	$ 14,852,255	$ 16,600,313	$ 17,713,867	$ 17,714,803	$ 17,914,359
Revenues	13,842,923	15,795,552	16,679,864	16,760,336	16,959,892
General Fund Support (G.F.S.)	$ 1,009,332	$ 804,761	$ 1,034,003	$ 954,467	$ 954,467


Number of Employees
(Full Time Equivalent)


Source of Funds



10 Year Expenditures Adjusted For Inflation

SERVICE PROGRAMS

Community Health Services

The Community Health Services Division works with the community to improve health by providing education, analysis, and direct prevention services. The Division administers programs of communicable disease surveillance and control, immunizations, tobacco prevention, AIDS prevention and management, public health laboratory, vital records and law enforcement medical care.

Total Expenditures: $4,712,980 Total Staffing (FTE): 37.25

Environmental Health Services

The Environmental Health Division is responsible for protecting public health by preventing exposure to toxic substances, disease, unsanitary conditions and other environmental hazards.

Total Expenditures: $2,409,315 Total Staffing (FTE): 22.5

Family Health Services

The Family Health Services Division provides a variety of health services to the residents of San Luis Obispo County, including clinical, comprehensive case management, parenting, counseling, educational and follow-up health services.

Total Expenditures: $10,390,427 Total Staffing (FTE): 96.5

Public Health Administration

Administrative and fiscal oversight for all Public Health divisions including Health Systems and the Law Enforcement Medical Care Program. Enforcement of health and safety codes, protecting and preserving the publics health as well as personnel management, procurement functions, contract administration, facilities management and information systems support are included.

Total Expenditures: $428,249 Total Staffing (FTE): 13.0

DEPARTMENT COMMENTS

The Public Health Department is committed to preventing epidemics, injuries, and the spread of disease, advocating and encouraging healthy behaviors, responding to disasters and protecting the community against environmental hazards. The Department delivers over 60 programs funded by Federal, State, County, local fees and private grant resources. These services are provided through clinics, in home or through community based partnerships for infants, children, teens, women, families, seniors and the community at large.

Highlights this past year include the preparation of a Bioterrorism Response Plan, a shift in responsibility of Hazardous Materials Administrative Enforcement Orders from the State to local Divisions of Environmental Health

Services, a Hepatitis C Project, and the receipt of the American Lung Association's BREATHE Platinum Lung Public Health Award.

- Bioterrorism: In response to the heightened threat of bioterrorism, Congress authorized funding to states and local jurisdictions to enhance preparedness for a rapid and effective response to bioterrorism, infectious disease outbreaks, and other public health threats and emergencies. On September 10, 2002, the Board of Supervisors approved an agreement with State Department of Health Services to fund extensive bioterrorism preparedness and response actions for the Public Health Department. The Public Health Department has developed a multi-layered, comprehensive bioterrorism preparedness and response plan in cooperation with County Office of Emergency Services. As of January 2003, we have a full-time Emergency Services Coordinator to manage and coordinate all aspects of bioterrorism response efforts, which will tremendously strengthen readiness and capability in preparedness planning and readiness assessment, communication of health risks, health information dissemination, and education and training. We are also utilizing the funding to enhance our capacity in health pattern surveillance and epidemiology, information technology, and increased public health laboratory capacity. In response to the national directive to prepare for a possible smallpox attack, the Public Health Department has utilized existing resources to develop a preparedness plan to vaccinate designated Public Health Department and local hospital staff (Phase 1), police, fire and other first responders (Phase 2), and the general public (Phase 3), if needed.

- Administrative Enforcement Order: The California Environmental Protection Agency has shifted the authority and responsibility for administrative enforcement orders (AEO) to the local agency that enforces hazardous materials laws and regulations. The AEO provides Environmental Health with additional authority to gain compliance from hazardous materials violators in the community through the assessment of fines per State regulations. This will serve as a deterrent to future violators as well as protect public health and the limited ground water resources in San Luis Obispo County.

- The Hepatitis C Project: An innovative private-public partnership to fight the current epidemic of chronic Hepatitis C, a viral infection that affects four million nationally and an estimated 3,000 residents in San Luis Obispo County. There are 4 core components- surveillance, testing, education and referral/follow-up. The Public Health Department has developed a testing program that seeks persons at high-risk for Hepatitis C, using its experienced HIV communicable disease investigator team. Public Health offers screening for Hepatitis C to identify new positive cases. Testing is available at all Public Health Clinics, County Jail, Juvenile Center and outreach sites using the Community Health Outreach van. Additional cases are referred through confidential reports from community physicians and laboratories. Persons testing positive receive risk reduction counseling and education, transmission information, and refer cases to the community Hepatitis C Project for additional educational support. Staff works with these patients to ensure access to needed medical services. Last year the testing program identified 116 new cases of Hepatitis C (about 15% of persons tested), and a total 267 case referrals (new and existing cases) were made by Public Health to the community San Luis Obispo Hepatitis C project.

- BREATHE Platinum Lung Public Health Award: Public Health received an award for the achievement of a 98% compliance rate to the smoke free bar law in San Luis Obispo County.

The Public Health Department's budget request includes across the board reductions in expenditures and service level reductions in order to reach the General Fund target. The Public Health Department's requested operating budget for fiscal year 2003/04 includes expenses of $17,677,157 revenues of $16,836,632 and General Fund support of $840,525.

The General Fund budget request is based on the assumption that State Realignment, Measure A, Proposition 10, and categorical State and Federal program funding will continue at the current level. Due to the uncertainty of the overall level of funding in the Governor's budget proposal, the Public Health Department has prepared a budget assuming no growth in program funding. Therefore, if service levels remain at the current level, anticipated revenues will be unable to completely offset the inflationary increases associated with costs of countywide overhead, insurance, cost of living adjustments and staff inequities. The Public Health Department's share of countywide overhead charges have increased in the amount of $258,206, an increase of 21% compared to 2002/03. Insurance charges have increased by $17,557 or 41%. In order to maintain the Public Health Department's current level of General Fund support and absorb all inflationary costs, all programs were evaluated extensively, taking into consideration public health impact, legal mandates, health and safety codes, program service levels and if there were other service providers available in the community. All programs within the Public Health Department were directed to absorb all inflationary costs by consolidating and reevaluating existing service levels. The Department has responded to the challenge of no increase in General Fund support by: decreasing program expenditures in order to absorb staff inflationary costs and by proposing the following program reductions:

- A 1.5 FTE elimination of staff (BU 3010) representing a 30% reduction in family planning and cancer screening services at three Public Health sites located in Morro Bay, Grover Beach and Paso Robles. Currently, a local community based organization believes they can assume a portion of the client population, however there are currently insufficient family planning providers in Paso Robles and Morro Bay to absorb these clients. In calendar year 2001, the teen birth rate for San Luis Obispo County was 11.1/1000 births, while the State average was 24.4/1000 births. The teen birth rate for San Luis Obispo County could be adversely affected by the proposed service level reduction.

- A 2.75 FTE elimination of staff (BU 3010) by transferring responsibility for teen pregnancy prevention case management services: Adolescent Family Life, Adolescent Sibling Pregnancy Prevention, and Cal-Learn programs to a local community based organization.

- A 0.25 FTE reduction of a Communicable Disease Investigator (BU 3016) represents a loss of 440 productive hours. This represents the capacity to follow-up and ensure control of 110 sexually transmitted disease cases and the ability to investigate and refer 200 cases of Hepatitis C. The Department will make every effort to work in conjunction with the AIDS Support Network and other local community based organizations to mitigate the impact to the community.

- Reassignment of a 1.0 FTE Environmental Health Specialist (BU 3003) to the Waste Tire Recycling Program. By doing so, Environmental Health will no longer provide face to face response to complaints that have little or no public health impact (550 hours); elimination of the shellfish sampling program, a 15% reduction in staff time spent on well seals, and a 29% reduction in consultations to the public.

- A $20,000 reduction in expense associated with leased space in Cambria for alcohol abuse prevention activities.

- A 0.5 FTE reduction of a Health Care Analyst position (BU 3002). This position has been critical to the Department in the development of meaningful measurable results and benchmarking of health data. The Department will be able to continue to maintain the Results Based Decision Making (RBDM) data, however, the reduction will result in a corresponding loss of staff time available to work on new measures.

- A 0.5 FTE reduction of an Administrative Services Officer and 0.25 FTE reduction of a Communicable Disease Investigator (BU 3015) working in the Community Health Services/AIDS Program. These reductions are to offset the inability of the AIDS Program to absorb inflationary expenses.

The Public Health Department's Status Quo requested operating budget for fiscal year 2003/04 includes expenses of $17,940,035, revenues of $16,906,032 and General Fund support of $1,034,003, an increase of $193,478 from the current year. The Status Quo budget assumes the transfer of the Adolescent Family Life and Adolescent Sibling Pregnancy Prevention programs to a local community based organization, a decrease in lease expense for Drug and Alcohol prevention services in Cambria; a reduction in staff in the AIDS Program and dedicated staff working on quantitative health status information.

Key upcoming projects during fiscal year 2003/04 are as follows:

Immunization Registry: Locally, the Counties of San Luis Obispo, Santa Barbara and Ventura have formed the Central Coast Immunization Registry (CCIR). In fiscal year 2003/04, the program goal is to enroll up to 12 of the 30 private providers of immunization services in San Luis Obispo County. The overall goal for the State of California is to have a Statewide registry system, with regions "sharing" data via a "State Hub". A Statewide Immunization Registry will provide accurate and timely immunization status information for children up to the age of two (National Healthy People goal for 2010).

Gateway project: Governor Davis has proposed that the Child Health and Disability Prevention Program (CHDP) act as a "Gateway" for low-income families to enroll in Medi-Cal or the Healthy Families Insurance Program.

Under this plan, doctor's offices and clinics who are providers for CHDP services will pre-enroll children who come to their sites for CHDP examinations. Children will be presumed eligible for Healthy Family coverage at the time of service, increasing access for the low-income population. Children who are not eligible for either Medi-Cal or Healthy Families enrollment because of immigration status will continue to be eligible for periodic CHDP examinations. The CHDP Gateway program is scheduled to begin in July 2003.

HIPAA: Implementation of the unfunded federally mandated HIPAA (Health Insurance Portability and Accountability Act) regulations will have significant financial and staffing impacts on service delivery. Privacy regulations, effective in April 2003, have already resulted in major policy and procedural changes in efforts to protect disclosure of confidential patient information. The Transaction and Code Set Standards, effective October 16, 2003, and security regulations, effective in early 2005, will force radical modifications to existing software programs and/or the acquisition of new software programs and affect overall business practices. Since this is an unfunded mandate, Public Health will make every effort to meet the imposed deadline within the budgeted level of General Fund Support.

Bioterrorism: The first year of federal funding for bioterrorism preparedness, federal fiscal year 2002/03 mandated significant progress towards the critical capacities described by the Centers for Disease Control. Critical Capacities are the core expertise and infrastructure necessary to enable the public health system to prepare for and respond to bioterrorism, infectious disease outbreaks, and other public health threats and emergencies. Implementation of the small pox vaccination plan for health care workers, first responders, and the general public (Phase 1&2) may be implemented during this fiscal year and critical capacities will be further developed. These will also enhance Public Health's response capabilities for nonbioterrorism infectious disease outbreaks and disasters.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall expenses for the Public Health Department have increased by 9% compared to the Fiscal Year 2002-03 Adopted Budget.

Recommended funding for Public Health's salaries and benefits have increased by 10% primarily due to prevailing wage adjustments for Fiscal Year 2002-03. In FY 2002-03 Adopted Budget, the Public Health Department had 167.5 FTE positions. During the current year a total of 6.5 positions were added during mid year adjustments, including: bioterrorism planning added a total of 3.5 FTEs, AIDS program added 1.0 FTE, and the countywide decentralization of the department automation specialist added 2.0 FTEs for a new total of 174.

The Fiscal Year 2003-04 budget recommendation includes a reduction of 4.75 FTE positions due to loss of revenue and lack of revenue growth for a new Departmental total of 169.25 positions. The proposed decrease is associated with the AIDS Program, the communicable disease program, and epidemiology analysis, a transfer of several teen pregnancy prevention programs to a local community based organization, and a reduction in a bioterrorism position, which is now funded in another division of the Public Health Department. 12.25 FTE limited term positions that would have expired on June 30, 2003 are recommended for extension through June 30, 2004 since available funding has been extended.

Recommended funding for the services and supplies accounts have decreased by 4%. The Department balanced their services and supplies priorities within available revenue.

The budget includes $373,414 of Tobacco Settlement Funds, which are used to pay for the Tobacco Intervention and Cessation program and services provided at community clinics.

The Public Health Department budget is financed with Federal, State, and local dollars. The County's local share is financed with realignment revenue ($3,834,368) and General Fund dollars ($954,467). The portion of the budget that is funded with General Fund money has increased by 13% due in large part to the lack of growth in State realignment funds for the second year in a row.

BOARD ADOPTED CHANGES

The Supplemental Budget document recommended, and the Board of Supervisors approved, the following adjustments to the Public Health Department's FY 03-04 budget:

- Increase Budget Unit 3000's revenues and expenditures ($94,447) for the Tobacco Free Events Project approved by the Board of Supervisors on May 13, 2003.

- Increase Budget Unit 3000's revenues and expenditures ($105,109) for the First Time Mothers Program and amend the position allocation list by adding a .5 FTE Administrative Assistant.

GOALS AND PERFORMANCE MEASURES

Department Goal: Prevent epidemics and the spread of disease or injury.

Communitywide Result Link: Healthy Community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Annual rate of reported retail foodborne disease outbreaks per 100,000 people.	0	Less than 5	0	Less than 2	1	Less than 2

What: Regardless of the level of monitoring of retail food facilities, foodborne disease outbreaks will occur. A foodborne outbreak is usually defined as "the occurrence of 2 or more cases of a similar illness resulting from ingestion of a common food source."

Why: It is critical that the Public Health Department respond to foodborne disease outbreaks in order to identify the cause and, if possible, prevent it from reoccurring. Investigating and controlling foodborne disease outbreaks minimizes the number of people affected and in this way maintains a healthy community.

How are we doing? In the first 5 months of FY 2002-03, there has been one identified retail foodborne disease outbreak in San Luis Obispo County. This was a cluster of E. Coli O157:H7 identified in five individuals. Two of the affected individuals were San Luis Obispo County residents, while three were from other counties, though each had visited our county and eaten meals here during the same time period. The State Department of Health Services identified alfalfa sprouts, which had been purchased from another county, as the possible food source. The most recent State and benchmark counties comparison data available are from 1998 and show that San Luis Obispo, Kern and Napa counties had no foodborne disease outbreaks in 1998, compared to higher rates per 100,000 population in our other benchmark counties: Santa Barbara - 0.74, Placer - 0.45, Santa Cruz -0.40, Monterey - 0.26.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of children in county clinics who are immunized by age two for measles, mumps, rubella, diphtheria, pertussis, tetanus & polio.	58%	65%	81.7%	65%	83%	84%

What: Measures immunization protection for children seen at County clinics. Since the majority of children countywide are immunized by private physicians, our long term objective is implementation of a countywide tracking and reminder system that will improve immunization rates for all children.

Why: Appropriate immunization protects children from the classic childhood diseases.

How are we doing? Our May 2002 audit of two-year old children who receive some or all of their vaccinations at our Public Health clinics showed that 81.7% were up-to-date, a marked improvement from our 2001 audit results (64.7%). We attribute the significant improvement to our new Immunization Registry database, which provides for better tracking of children's immunization status. The database provides a practical system to remind all parents of the next immunization their child is due to receive, and to follow-up with further recall reminders when immunizations are overdue. Our plan is to expand the children included in the Immunization Registry to those in the private sector. The most recent State and benchmark counties comparison data are from 2001, and showed that we were slightly better than the State and ranked 3rd among our benchmark counties: Kern - 88.8%, Santa Barbara - 68.2%, San Luis Obispo - 64.7%, California – 63.1%, Santa Cruz - 62.8%, Placer - 49.0%, Napa -43.9% and Monterey - 42.8%.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of cases countywide of childhood diseases that are preventable by the recommended childhood vaccine schedule.	2	3	0	2	2	2

What: Measures the effectiveness of child immunization programs in the community.

Why: Appropriate immunization protects children from the classic childhood diseases [including measles, mumps, rubella, diphtheria, pertussis (Whooping Cough), tetanus and polio].

How are we doing? During the first 11 months of calendar year 2002, there were two cases of pertussis (both in children who had not received the full series of vaccination) in San Luis Obispo County. In calendar year 2001, there were 4 cases of pertussis; however, these were not preventable, as two were adults and two were infants under the age of 2 months. There was also one case of tetanus (age 28 years) during 2001. The State provides the total number of cases reported each month; however, the summary data are not available by age; therefore, comparisons to State and benchmark counties are not available.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of individuals reported to have Sexually Transmitted Diseases who are contacted for follow-up and treatment.	98%	95%	98%	98%	98%	98%

What: Persons with gonorrhea, chlamydia and syphilis are contacted to ensure that they and their partners are treated for their infection.

Why: Contacting and treating partners of persons with gonorrhea, chlamydia and syphilis is key to controlling these sexually transmitted diseases.

How are we doing? During FY 2001/02, 98% of individuals with Sexually Transmitted Diseases (STD) in San Luis Obispo were contacted and appropriately followed up. More than 94% of these follow-up contacts were for chlamydia, which is the most frequently reported STD in the state. There are no benchmark data for STD follow-up; however, there are data for chlamydia rates. During 1998-2000, the reported incidence of chlamydia per 100,000 population during this time period was: Placer – 80.7, Napa – 90.6, San Luis Obispo – 125.2, Ventura – 140.4, Santa Cruz – 166.5, Santa Barbara – 193.1, Monterey – 225.8, California – 251.4 and Kern – 316.2. We believe that a major contributing factor for our relatively low rates is our STD follow-up program. This program helps ensure that individuals with gonorrhea, chlamydia and syphilis, and their partners, are provided educational information and encouragement to obtain appropriate follow-up and treatment, which helps minimize the spread of the infection.

Department Goal: Promote and encourage healthy behaviors.

Communitywide Result Link: A Healthy Community

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of low birth-weight infants.	5.3%	4.33%	5.0%	5.0%	5.2%	5.0%

What: Measure the percentage of live born infants who weigh less than 2,500 grams (five and three-quarters pounds) at birth and are born to residents of our county.

Why: Low birth-weight impacts the infant's survival and future development. Several Family Health Services programs strive to decrease teen pregnancy, enhance nutrition, decrease tobacco use, and encourage early entrance into prenatal care in order to improve mothers' health and decrease infant low-birth rate.

How are we doing? Per the 2002 County Health Status Profiles, the 1998-2000 results show San Luis Obispo County's percentage of low birth-weight infants was 5.0, which is an improvement from the previous year's results. This rate was much better than the California rate of 6.2, and also better than the rates for all of our benchmark counties, which ranged from 6.3 for Kern County to 5.2 for Napa County. We also met the national Healthy People 2010 objective of 5.0. Since 1991, our percentage of low birth-weight infants has been well below the statewide average.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of live born infants whose mothers received prenatal care in the first trimester.	81.8%	85%	82.6%	85%	82%	85%

What: Percentage of pregnant live born infants whose mothers received prenatal care in the first trimester of pregnancy.

Why: Early, high quality prenatal care reduces the incidence of morbidity and mortality for both mother and infant.

How are we doing? Per the 2002 County Health Status Profiles, the 1998-2000 results show San Luis Obispo County's percentage of live born infants whose mothers received prenatal care in the first trimester was 82.6%, which is better compared to the results for the previous year. The rate for San Luis Obispo County (82.6) was close to that of California (83.5) and better than several of our benchmark counties (Napa = 73.7, Monterey = 78.7, and Santa Barbara = 79.3). Two other benchmark counties fared better (Placer = 86.8 and Santa Cruz = 86.1). We did not meet the national Healthy People 2010 objective of 90.0% or our target of 85%. Public health nurses provide education to health care providers and the community regarding the importance of early and routine prenatal care. Public health staff also assist pregnant women who have no medical care by helping them enroll in Medi-Cal and find an obstetrician. Access to care has improved for pregnant Medi-Cal women due to supplemental reimbursement for education through the county's 14 Comprehensive Perinatal Services Program (CPSP) providers.

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Birth rate of adolescent females, ages 15 to 17, per 1,000 population.	14.8	Revised Measure	11.1	16	11	10.5

What: This represents the rate of births per 1,000 population for female teens between 15 and 17 years old.

Why: The rate of teen births in our county is a direct predictor of future health, social and economic status. The age range of 15 to 17 year olds is a critical one and a direct indicator of future high-risk families.

How are we doing? The teen birth rate in San Luis Obispo in 2001 is substantially lower compared to the 1999-2000 rates. The reasons for this decline are likely due in part to our Public Health programs, including the Adolescent Family Life Program, the Adolescent Sibling Pregnancy Prevention Program, and the Community Challenge Grant in Paso Robles. In 2001, the age-specific birth rate (per 1,000 female population) for teens (ages 15 to 17 years) for our State and benchmark counties was: Placer – 9.4, San Luis Obispo – 11.1, Napa – 12.9, Santa Cruz – 18.5, California – 24.4, Santa Barbara – 25.8, Monterey – 35.8, and Kern – 35.8. During 2001, San Luis Obispo ranked 10th for births among the 15-17 year age group (i.e., only 9 counties had a lower teen birth rate than San Luis Obispo).

8. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of the State allocated caseload enrolled in the Women, Infants & Children (WIC) Program.	96%	98%	97%	98%	97%	98%

What: Measures the provision of supplemental foods, nutrition education and linkages to good health care for eligible women, infants and children.

Why: Reduces the complications of pregnancy; reduces iron deficiency anemia in women, infants and children; decreases the incidence of low birth-weight infants and promotes optimum growth and development of infants and young children.

How are we doing? Since 1997, the WIC Program's monthly-allocated caseload has grown by 28% (from 3,425 to 4,375). Even though the monthly caseload has grown, the WIC Program has successfully maintained monthly participation to meet 96-100% of its allocated caseload in accordance with State mandates. The 2001 WIC Participation to Caseload percent for the State and our comparison counties was: California – 98.0, Napa – 99.4, Santa Cruz – 99.3, Kern – 99.2, Santa Barbara – 97.5, Monterey – 97.3, Placer – 96.8, and San Luis Obispo – 96.9.

9. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
HIV positive blood test rate among community residents per 100,000 population.	New Measure	2.0	2.4	4.0	2.9	3.0

What: Positive Human Immunodeficiency Virus (HIV) test rate (per 100,000 population) in the Public Health Lab from specimens submitted from HIV Testing Clinics. These rates include community residents, but not those who are institutionalized.

Why: The rate of HIV positive tests in the population is a reflection of the effectiveness of HIV education.

How are we doing? There have been three community residents identified as HIV positive during the first five months of FY 2002-03. If this rate continues for the Fiscal Year, we project that the rate per 100,000 population will be 2.9, which is slightly higher than the rate of 2.4 in FY 2001/02. This may be in part due to our expanded outreach. In addition, this increase may be due to a requirement (as of 7/1/2002) for physicians to report all new HIV positives via a unique identification number. The State has not provided comparable HIV data for other counties or the State yet; however, we do have data showing the cumulative incidence of AIDS per 100,000 population (for time period 1981 through 2001; includes State prisons and psychiatric hospitals): Placer – 60.6, Napa – 156.7, Santa Barbara – 163.4, San Luis Obispo – 194.1, Monterey – 200.1, Santa Cruz – 208.2, California – 360.6.

10. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Youth smoking rate (proportion of youth in 11th grade who have smoked cigarettes within the past 30 days).	23%	22%	22%	22%	22%	21.9%

What: The proportion of youth in the 11th grade who have smoked cigarettes within the past 30 days, based on the county schools survey done biannually.

Why: Measures the effectiveness of tobacco prevention programs.

How are we doing? Results of the San Luis Obispo County Healthy Kids Survey from Fall of 2001 indicate a youth (11th grade) smoking rate of 22%, compared to 19% for the 2001-2002 9th Biennial California Student Survey and 30% for the 2001 national Youth Risk Behavior Survey results. The benchmark results for our comparison counties were: Napa – 14%; Monterey – most recent results were old (from 1999-2000) - 24%; Santa Barbara - collected this data in Fall 2002; however, the results are not available until Spring 2003; Kern - will begin collecting county-wide data in 2003; Placer – county-wide data not available; Santa Cruz – did not respond to request.

11. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Adult smoking rates.	17.1%	16%	16.3%	16%	16%	15.9%

What: The proportion of adults who smoke based on the Action for Healthy Communities survey, which is completed bi-annually.

Why: Measures the effectiveness of tobacco control programs.

How are we doing? Results of the Action for Health Communities survey, February 2001, revealed that 100 (12.4%) of the 804 residents who were part of the random telephone survey smoked cigarettes every day and 31 (3.9%) smoked some days, for a total of 16.3%. This is lower than the most recent (2000) State smoking prevalence reported -- 17.1%. We were unable to find comparison data for each individual benchmark county; however, according to the 1999 California Tobacco Survey (December 2001), the adult smoking prevalence by region shows the following results: Region 14 (San Luis Obispo, Santa Barbara, Ventura) – 14.5%; Region 12 (Marin, Napa, Sonoma) – 17.1%; Region 16 (Monterey, San Benito, Santa Cruz) – 17.9%; Region 18 (Imperial, Inyo, Kern, Kings, Mono, Tulare) – 19.5%; and Region 15 (Alpine, Amador, Calaveras, El Dorado, Mariposa, Nevada, Placer, San Joaquin, Sierra, Sutter, Tuolumne, Yuba) – 19.5%. The region with the highest prevalence was Region 7 (Riverside County), with 24.0%.

12. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Lung cancer age-adjusted death rate per 100,000 population.	45.5	45.4	46.4	46	46	43

What: The proportion of County residents who die of lung cancer (based on a two year average adjusted for age to allow comparison).

Why: Measures the effectiveness of tobacco control program, since 90% of lung cancer is due to smoking. Once a person quits smoking, after five years, their risk of a stroke is reduced to that of a nonsmoker's; after 10 years, their risk of death due to lung cancer is about half that of a continuing smoker; and after 15 years, their risk of coronary heart disease is that of a nonsmoker's.

How are we doing? Per the 2002 County Health Status Profiles, the 1999-2000 age-adjusted lung cancer death rates for the State and our benchmark counties were: Santa Cruz - 35.0, Santa Barbara - 41.9, San Luis Obispo -46.4, California - 46.8, Monterey - 47.9, Kern - 51.3, Napa - 54.2, and Placer - 68.8. Our results are slightly better than the State. San Luis Obispo ranks third among the benchmark counties (i.e., two counties have a lower age-adjusted lung cancer death rate).

13. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of fatalities to vehicle occupants under the age of four.	1	Revised Measure	See comment	0	0	0

What: Measures the number of children aged 3 and under who are killed as passengers in motor vehicle incidents.

Why: Measures the effectiveness of child passenger protection.

How are we doing? The actual number of fatalities to vehicle occupants under the age of four in our county was 1 in 2000, 1 in 1999, and none for 1995-1998. For our comparison counties, the average number of child passengers killed per year from 1996–2000 was Santa Cruz - 0, Placer – 0.2, Napa – 0.2, San Luis Obispo - 0.2, Monterey - 0.6, Santa Barbara – 0.6, and Kern 1.4. The data for 2001 and 2002 are not available yet.

14. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of designated Public Health staff receiving nuclear disaster training.	100%	95%	76%	95%	95%	95%

What: Training on how to manage a decontamination center and how to execute decontamination.

Why: To ensure sufficient number of staff are trained to respond to a disaster situation.

How are we doing? The percentage of designated public health staff who received nuclear disaster training in FY 2001/02 was 76%, which was below our target of 95%. Last year, training was held only once; therefore, our percentage was lower due to some designated staff being unavailable at that time. We project that our results for FY 2002-03 will be 95%. More frequent training and videotaping of training to provide an orientation to newly hired public health nurses should help Public Health reach our target. Public health staff play a key role in nuclear power emergency preparedness. The quality of our preparation can best be demonstrated by the fact that our most recent federally required monitoring and decontamination drill was judged to be a success by the Federal Emergency Management Association (FEMA). Data for comparison counties or California are not available.

Department Goal: Protect against environmental hazards.

Communitywide Result Link: Safe and a healthy community.

15. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of compliance with State or Federal bacteriological drinking water standards.	95.1%	95%	95.2%	95%	95%	96%

What: San Luis Obispo County regulates approximately 166 small water systems with 5 to 199 connections. These supply water to approximately 20% of our county. Water samples are tested for total coliform bacteria.

Why: Coliform bacteria are indicator organisms used to determine if water systems are contaminated by organic sources such as animal feces. Water systems contaminated with fecal material can cause diseases such as typhoid fever, cholera, shigella and cryptosporidiosis. By performing routine inspections on water systems and requiring repairs and improvements to water systems that repeatedly fail bacteriologic standards, we will improve the healthfulness of the drinking water supply and reduce the incidence of samples that fail bacteriological water tests.

How are we doing? During the first 6 months of FY 2002-03, 897 water samples were taken and 896 passed. This represents a compliance rate of 99.9%. Our FY 2002-03 results are projected to be slightly lower (95%) due to the pending follow-up of 24 small water systems who failed to submit samples. When a sample fails, the water system operator is notified immediately and instructed on how he can resolve the problem. Follow up samples are taken until they pass. Eventually, all water systems must pass bacteriological drinking water standards. We contacted staff from our comparison counties. They do not maintain these statistics. Also, data from the State are not available.

16. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of compliance of retail food facilities with critical food safety practices regarding food-handling and food processing.	94.8%	96%	96.1%	95%	96.6%	97%

What: This performance measure is assessing the food facility violations such as food cooking temperatures, holding temperatures, and thawing techniques.

Why: These are critical factors in preventing food borne diseases, protecting public health, and providing a safe and healthy community. By keeping a constant vigil on these critical factors, we will also maintain the confidence our citizens and visitors have in our food supply.

How are we doing? During the first 6 months of FY 2002-03, 538 retail food facilities were inspected. A 96.8% compliance rate with critical food safety practices was achieved. By targeting those violations that represent the highest risk of food borne illness, we can make the maximum use of scarce resources. We contacted staff from our comparison counties. They do not maintain these statistics. Also, data from the State are not available.

17. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of compliance in recreational water standards.	92.5%	90%	95.9%	90%	95%	95%

What: This performance measure assesses the compliance rate with bacteriological standards for water samples taken in the ocean waters off our most used beaches. The water is assessed for total coliform, E. Coli, and enteroccoci bacteria.

Why: The monitoring of our ocean waters for indicator organisms is essential for protecting the safety and health of our community for both residents and visitors. Diseases of the eyes, ears, throat and gastrointestinal tract are potentially transmitted when people use our beaches. By monitoring our ocean waters we can advise users of potential unhealthful conditions and notify them when it is safe to return to the water. We can also work with waste water treatment systems to evaluate causes of elevated levels if they are not associated with storm runoffs.

How are we doing? During the first 6 months of FY 2002-03, Environmental Health has taken 251 samples of ocean water. During that time 4 samples failed to meet bacteriological standards. This equals a compliance rate of 98.4%. However, the winter months typically have a much higher incidence of failures due to storm water runoff into creeks and subsequently into the ocean waters. Many of our creeks are dry throughout the non-rainy season and become contaminated with animal feces, agricultural runoff, and urban runoff. During the flush of materials that occurs during rain storms, the contamination flows to the ocean. Because of this, we expect the results to be 95% for this year. The oceanfront comparison counties that provided data to us (year round sampling) were (1) Monterey - of 424 samples in 2001, 16 failed to meet standards (96.2% compliance); and (2) Santa Cruz - of 940 samples, 18 failed to meet standards (98.1% compliance). Data from the State are not available.

18. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of compliance with State and Federal laws in HazMat facilities (e.g. manufacturing, printers, gas stations and plating facilities.)	91%	Revised Measure	85.7%	90%	85%	90%

What: This measure tracks our hazardous materials/waste facilities' level of compliance with the State and Federal laws governing their operation.

Why: Tracking the violations is important in determining the compliance of hazardous material facilities with Federal and State laws designed to protect public health and maintain a safe and healthy community.

How are we doing? During the first 6 months of FY 2002-03, 229 hazardous material facilities were inspected. An 85.3% compliance rate with critical hazardous material audit categories was achieved. This is lower than our results for FY 2001/02 and our current target. The major problems identified were lack of appropriate training or training documentation, incomplete or unavailable chemical inventory, underground storage tank equipment not maintained in a satisfactory manner, and containers or tanks not in good condition. We contacted staff from our comparison counties. They do not maintain these statistics. Also, data from the State are not available. Environmental staff provide education and can impose fines if regulations are not followed.

Department Goal: Promote accessible, appropriate and responsive health services to all members of the community.

Communitywide Result Link: A Healthy Community

19. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of children enrolled in the Healthy Families Program.	2,786	Revised Measure	3,378	3,200	3,885	4,468

What: The number of children actively enrolled in the Healthy Families Program.

Why: Healthy Families Program offers more low-income families access to low-cost health coverage for children at or below the 250% poverty level.

How are we doing? In San Luis Obispo County, the number of children enrolled in the Healthy Families Program has increased by 64% in the past two years. The number enrolled was 2,063 as of 7/1/00, 2,786 as of 7/1/01, 3,378 as of 7/1/02, and 3,513 as of September 2002. The enrollment for our comparison counties (as of 9/2002) was: Napa – 1,383, Placer – 2,248, San Luis Obispo – 3,513, Santa Cruz – 3,832, Santa Barbara – 7,072, Monterey – 10,962, and Kern 14,423. Note that enrollment numbers vary markedly based on the county population and the percentage of children who qualify for the program based on family income. We have already exceeded our FY02-03 target of 3,200.

20. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of eligible population receiving Child Health and Disability Prevention (CHDP) examinations.	45%	66%	See comment	70%	58%	60%

What: CHDP compares the number of children who actually receive well child exams under the program to the target group included in the CHDP eligible population.

Why: The percentage is a measure of how well the program reaches the target population.

How are we doing? As of the 7/01/02 preliminary report from the State (which has not eliminated multiple exams for an individual child), 10,750 well child examinations were completed through the CHDP Program in San Luis Obispo during Fiscal Year 2001-02. This represents 54% of the targeted population (20,187 children in San Luis Obispo County are estimated by the State to qualify for the CHDP program); however, the final report from the State is not expected until next year. The most recent benchmark data for our comparison counties is from FY 2000-01. The State revised the percentage of eligible children who received CHDP examinations during Fiscal Year 2000-01 to include (a) an unduplicated count of the number of children actually seen (regardless of how many exams a single child may have had) and (b) only exams in which the physician was paid through the CHDP program. These changes in State reporting have led to a decline in percentages for all counties. The FY 2000-01 results show San Luis Obispo in the middle of the benchmark counties: Santa Barbara – 68.9%, Kern – 55.5%, Napa – 47.0%, San Luis Obispo – 44.6%, Placer – 42.1% and Monterey – 32.4%. Another factor contributing to the decline in percentages is that many children who used to be seen through the CHDP Program now qualify for and have enrolled in the Healthy Families Program, which provides comprehensive health care. The number of children enrolled in the Healthy Families Program in San Luis Obispo County has increased by 64% in the past two years. The CHDP target populations provided by the State are an estimate of the eligible population and change from month to month as income and other information is available.

21. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of first grade children receiving school entrance physical examinations.	96%	98%	95%	98%	96%	98%

What: This is a measure of the number of children entering first grade who have had a CHDP equivalent physical examination within 90 days of entering first grade.

Why: The CHDP Program wants to ensure that all children entering first grade are healthy and ready to learn.

How are we doing? As of the 1/15/02 State report (latest data available), 95% of San Luis Obispo County children entering first grade received school entrance physical examinations and parents of 2.6% signed waivers. As of the 1/15/01 State report, 96.4% of children entering first grade received school entrance physical examinations and parents of 2% signed waivers. Parents usually have chosen to waive the exam because of religious or other reasons. The State considers the parent-signed waivers as complying with the exam requirement. The results for San Luis Obispo County are much better compared to the State of California. The 1998-1999 results for the State revealed that only 89.5% of children entering first grade received school entrance physical examinations and parents of 3.4% signed waivers. The most recent benchmark data for our comparison counties is from the same time period (1998-1999) and showed that the percentage of children with certificates (official reports of kindergarten or first grade school health exam) by county was: Kern – 95%, Napa – 95%, San Luis Obispo – 94%, Monterey – 92%, Placer 91.5%, and Santa Barbara – 87%.

22. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of Child Health and Disability Prevention (CHDP) children examined who receive follow-up evaluations.	96%	Revised Measure	93%	95%	90%	95%

What: This is a measure of the number of children who received follow-up treatment compared to the number who were referred for a suspected condition after a CHDP exam.

Why: The CHDP Program wants all children with suspected medical or dental conditions to receive the follow-up care necessary to treat the conditions.

How are we doing? As of the 1/21/03 State report for FY 2001-02, 1181 of the CHDP children examined during Fiscal Year 2001-02 required medical or dental follow-up. Of these children, 624 (53%) have completed their treatment, 344 (29%) are still open and in the process of receiving care, 131 (11%) received some follow-up by CHDP staff but did not complete all treatment, 18 (2%) declined treatment, and 64 (5%) moved or were unable to be located. As of the 12/2/02 State report, the data for FY 2000-01 has been updated. Of the 974 children who were referred for medical and/or dental treatment, 96% received some or all of their follow-up services. Though extensive efforts are made by staff to try to enroll each child with suspected medical or dental conditions into follow-up care, in some cases, the parents refuse to consider follow-up appointments or the child/parents do not attend follow-up appointments made. Cases are maintained in an open status until follow-up efforts have been either completed or exhausted. There are often delays of 6 months to a year or more in obtaining follow-up appointments for these children. Data for comparison counties are not available.

23. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of pregnant and parenting women with positive drug and alcohol screen or admitted substance abuse who are enrolled in the early support program (ESP) and receiving follow-up.	64%	70%	91.3%	70%	90%	92%

What: Early Support Program (ESP) receives referrals on substance abusing pregnant/parenting women who tested positive for drugs or admit alcohol/ substance use. The number of these women that we enroll and provide services for is tracked.

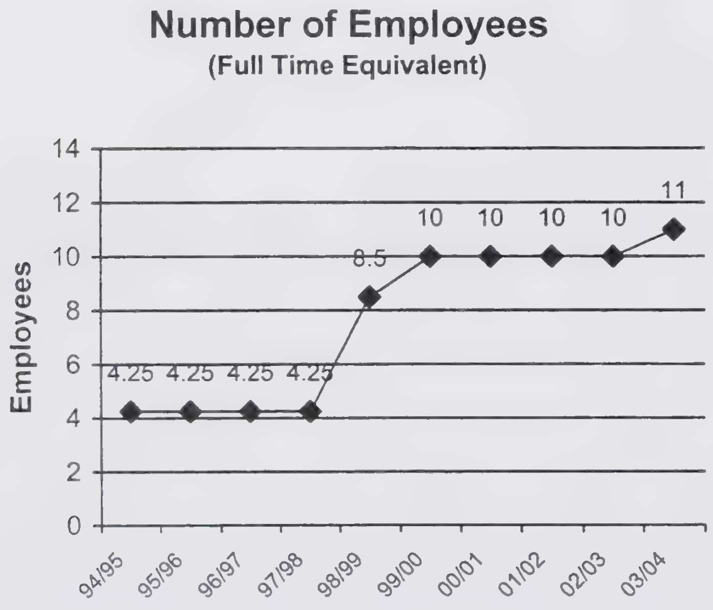
Why: The percentage is a measure of how well the program reaches and enrolls this very high-risk target population. Alcohol and/or drugs during pregnancy can substantially affect newborn health and increase the healthcare costs associated with the newborn.

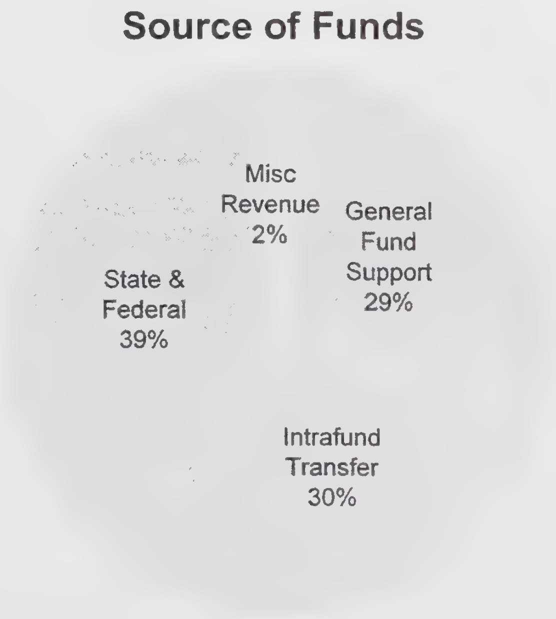
How are we doing? In Fiscal Year 2001, there were 115 prenatal or post-partum women identified who tested positive for drugs or admitted alcohol or substance abuse. Of these 115 women identified, 105 (91.3%) were enrolled in the early support program and received follow-up. This is a substantial improvement from our results the year before, when only 64% of these women received follow-up. In the prior year, we were unable to follow many of these women due to public health nursing staff vacancies, which have now been filled. We have been unable to obtain comparison data from any of our benchmark counties or the state.

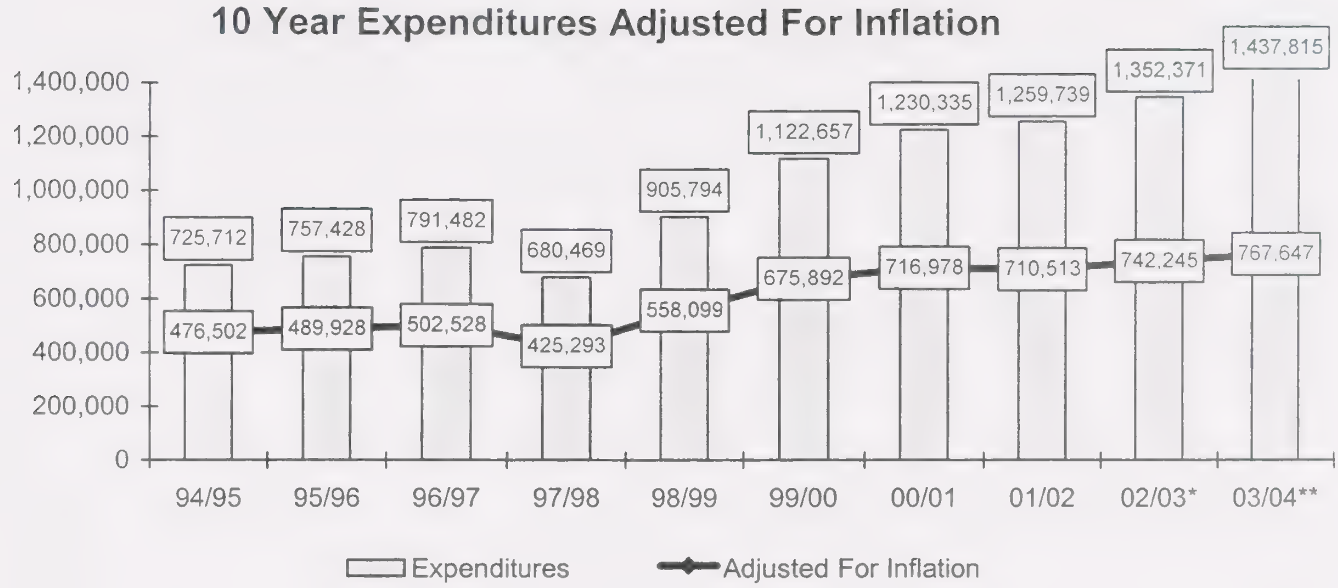
MISSION STATEMENT

The mission of the Law Enforcement Medical Care (LEMC) Program is to provide cost effective, quality medical care for persons incarcerated at County Jail and Juvenile Hall.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 932,391	$ 994,016	$ 1,013,898	$ 1,032,898	$ 1,032,898
Services and Supplies	327,348	354,333	404,917	404,917	404,917
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 1,259,739	$ 1,348,349	$ 1,418,815	$ 1,437,815	$ 1,437,815
Less Intrafund Transfers	297,433	363,124	417,487	436,487	436,487
**Net Expenditures	$ 962,306	$ 985,225	$ 1,001,328	$ 1,001,328	$ 1,001,328
Revenues	702,529	619,710	585,150	585,150	585,150
General Fund Support (G.F.S.)	$ 259,777	$ 365,515	$ 416,178	$ 416,178	$ 416,178







*Adopted
**Recommended

SERVICE PROGRAMS

Jail Medical Services

This program provides mandated medical care for jail inmates. This includes holding daily sick call, administering prescribed medications, coordinating referrals drug abuse/alcohol programs and mental health services, and referring and paying for hospital care for acutely ill or injured patients. The program pays for emergency transport to the hospital, referred specialist services, emergency room care, and any ancillary medical services not available at the jail dispensary.

Total Expenditures: $1,088,328 Total Staffing (FTE): 8.0

Juvenile Hall Medical Services

This program provides mandated medical care for juvenile hall wards, including holding daily sick call, administering prescribed medications, coordinating referrals drug abuse/alcohol programs and mental health services.

Total Expenditures: $349,487 Total Staffing (FTE): 3.0

DEPARTMENT COMMENTS

Law Enforcement Medical Care (LEMC) provides medical care to jail inmates, including arranging for hospital care when necessary. The jail medical team provides diagnoses and treatment to the jail inmate population while they are incarcerated. During Fiscal Year 2002-03 the jail has experienced a trend of a rising inmate population coupled with an increase in the number and complexity of medical cases among this population. The average daily census at the jail has risen from 361 in calendar year 2001 to 412 (up 14%) during the last half of calendar year 2002. During that same time period, the number of inmates seen by medical staff has increased from a monthly average of 1,357 to 1,618 (up 19%). This trend is expected to continue upward in the future.

The increased inmate population has led to more treatment services required. For the last half of 2002, the daily average of inmates requiring treatment with prescription medications was 165, up from 148 (11%) last year. Additionally, the type of medical conditions treated are more severe now than just a few years ago. Serious medical conditions that the jail's medical team must deal with and treat on a regular basis include diabetes, injuries, wounds from violence, fevers, pneumonia, heart conditions, HIV, AIDS, and high-risk pregnancies. These more complex cases lead to increased costs for laboratory testing, specialty medical services and hospitalization.

Our medical team, and our nursing staff in particular, have responded to this crisis in a manner consistent with the great traditions of their profession, despite being seriously and persistently short-staffed due to competition from local correctional facilities and a nationwide nursing shortage.

At the Juvenile Hall, all youth receive medical care as required under the extensive guidelines of State regulation (Title 15). A total of 936 youth were incarcerated in calendar year 2002 at the Hall. Medical staff provided 1,123 well-child health screenings and follow-up screenings (up 17%), 634 immunizations and 9,630 doses of prescribed medication. 100% of all new admits receive a medical screening within 24 hours.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall expenses for Law Enforcement Medical Care have increased by 5% compared to the Fiscal Year 2002-03 Adopted Budget. The portion of the budget that is funded with General Fund money has increased by 13% due in large part to the second year in a row with a lack of growth in State realignment funds.

The recommended budget for the Law Enforcement Medical Care program reflects a continuing increase in expenditures due to an increase of inmates with medical conditions requiring treatment with prescription medications. Increased frequency of more severe illness and more difficult medical conditions at the jail have resulted in increased costs associated with hospital care, specialty medical services, and lab testing needed to treat the rise in the numbers of sick and injured inmates. During Fiscal Year 2002-03, the jail has experienced a trend of a rising inmate population coupled with an increase in the number and complexity of medical cases among this population. The average daily census at the jail has risen from 361 in calendar year 2001 to 412 (up 14%) during calendar year 2002. During that same time period, the number of inmates seen by medical staff has increased from a monthly average of 1,357 to 1,618 (up 19%). In a response to the increasing medical needs at the jail, the Board of Supervisors added two .5 FTEs Correctional Nurses in FY 2002-03.

This budget is financed with a combination of General Fund, State realignment funds, and Tobacco Settlement Funds allocated per Measure A-02, which is reflected as a transfer from the Sheriff's Department.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide cost effective medical care to maintain health of inmates.

Communitywide Result Link: Healthy and Safe Community

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of annual medical inspection requirements met at the jail and juvenile hall.	99%	95%	97%	95%	99%	99%

What: California state regulations (Title 15) describe the requirements for medical services in county jails and juvenile halls. An annual inspection is done to verify performance for these service requirements.

Why: Measures overall quality and comprehensiveness of medical care provided to inmates at the jail and juvenile hall.

How are we doing? The inspection results of our December 2002 audit were very positive. The primary deficiency noted was the space was inadequate for the level of health care provided in the juvenile hall health care facility. Probation has applied for capital improvement project funding for the past several years to remedy the space shortage. The availability of nursing staff is limited given local, statewide, and federal nursing shortage. This affects staffing by requiring overtime.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Medical costs per inmate day at the County Jail.	New Measure	New Measure	$7.30	$7.40	$7.29	$7.29

What: This shows the costs per day to provide mandated jail medical services to adults.

Why: If cost data from agencies of like characteristics can be obtained, this measure can provide the Board and public with important efficiency information.

How are we doing? The medical costs per inmate day at the County Jail are projected to be $7.29 in FY 2002-03, which is lower than our adopted of $7.40 and slightly lower compared to our actual results for FY 2001-02 of $7.30. For the first five months of FY 2002-03, the average actual monthly expenditures have increased 5.7% compared to FY 2001-02 (from $78,999 to $83,529) and the average daily population has increased by 15.7% compared to FY 2001-02 (from 356 to 412). This translates into higher overall costs, but lower medical costs per inmate day. In the United States, a 19% increase in medication cost is estimated for 2003. COLA's and inequity pay increases for nursing staff are a significant portion of the increased cost of care. A shortage of nursing staff in the county affects the ability to maintain staffing for this mandated service.

- For FY 2000-01, the actual medical cost for adult County Jail inmates was $953,374, while the average daily population was 361. Annual estimated population was 361 x 365 days/year = 131,765. Cost for medical services divided by 131,765 = $7.24 per inmate per day.
- For FY 2001-02, the actual medical cost for adult County Jail inmates was $947,991, while the average daily population was 356. Annual estimated population was 356 x 365 days/year = 129,940. Cost for medical services divided by 129,940 = $7.30 per inmate per day.
- For the first five months of FY 2002-03, the average actual monthly expenditures have been $83,529, while the average daily population has been 412. Costs per inmate per day are projected to be $7.29 in FY 2002-03.

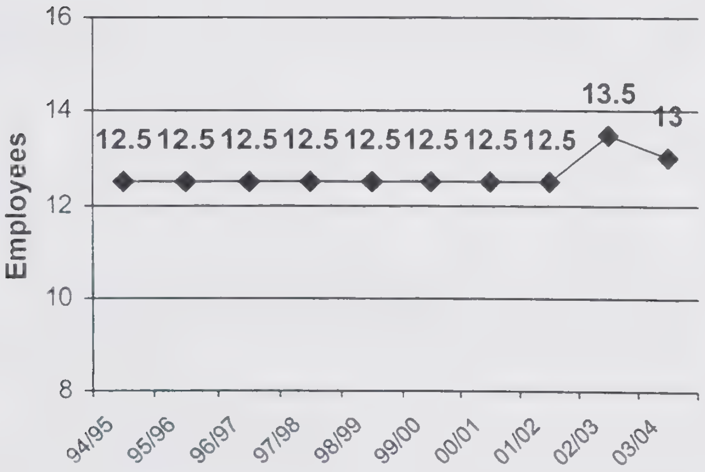
Staff attempted to secure cost data from our comparison counties. Unfortunately, the data for our comparison counties covered a different population (i.e., more than just the County Jail inmates); therefore, any comparisons are not valid.

MISSION STATEMENT

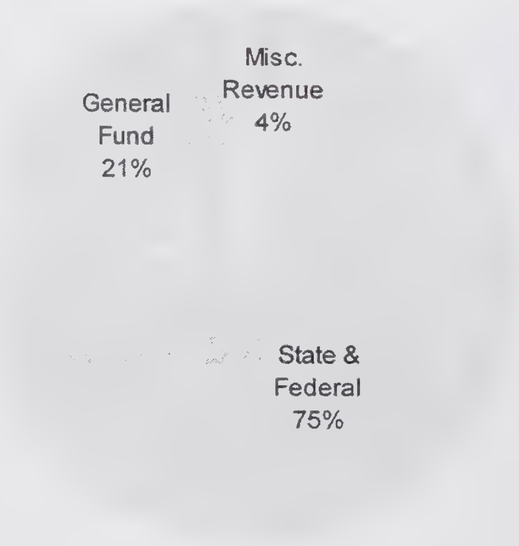
To ensure access to health care for all eligible adults who cannot afford to pay their medical bills.

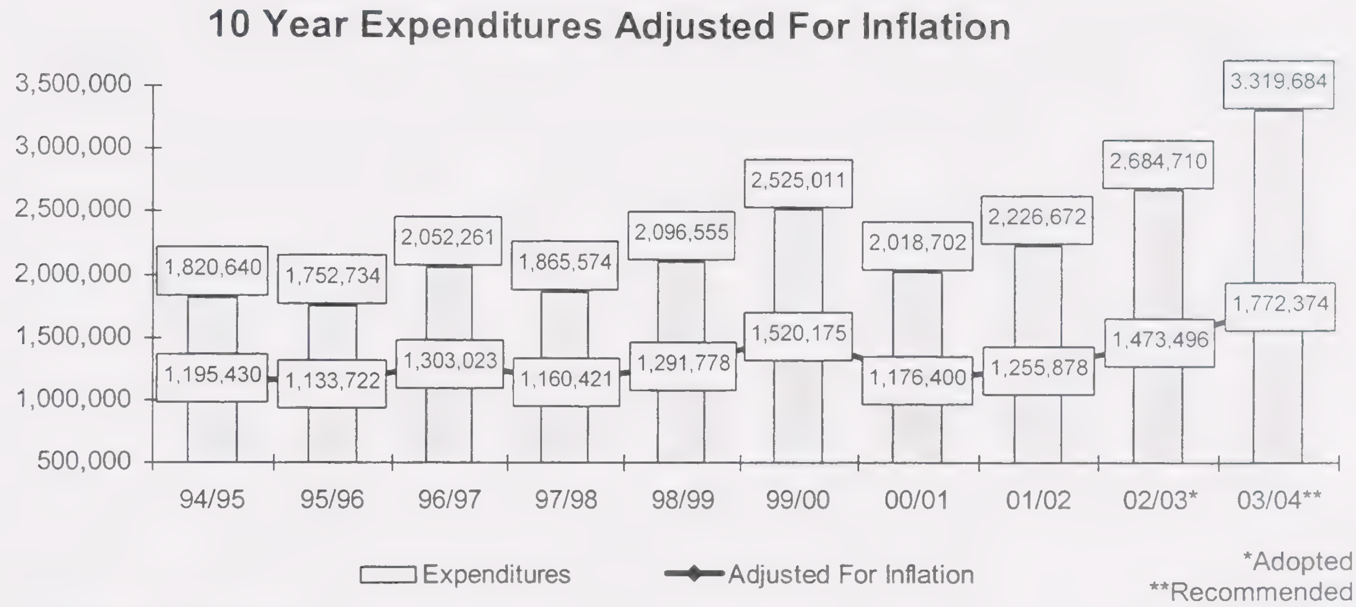
Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 741,685	$ 837,640	$ 923,234	$ 919,234	$ 919,234
Services and Supplies	1,484,987	1,836,966	2,435,236	2,400,450	2,400,450
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 2,226,672	$ 2,674,606	$ 3,358,470	$ 3,319,684	$ 3,319,684
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	0	0	0	0	0
Total Financing Requirements	$ 2,226,672	$ 2,674,606	$ 3,358,470	$ 3,319,684	$ 3,319,684
Revenues	$ 2,630,862	$ 2,659,270	$ 3,358,470	$ 3,319,684	$ 3,319,684
Fund Balance Available	0	0	0	0	0
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	$ 2,630,862	$ 2,659,270	$ 3,358,470	$ 3,319,684	$ 3,319,684

Number of Employees
(Full Time Equivalent)



Source of Funds





SERVICE PROGRAMS

CHIP/EMSP Program Support

Includes administrative, clerical and accounting support for the California Healthcare for Indigents Program (CHIP) and the Emergency Medical Services Program (EMSP).

Total Expenditures: $119,052 Total FTE: 1.0

County Medical Services Program Administration (CMSP)

Authorize and pay for medical care to ensure access to health care for all eligible adults who cannot afford to pay their medical bills. Manage eligibility determination, medical pre-authorization, utilization review, case management, claims processing, accountability, program evaluation, and State reporting.

Total Expenditures: $3,200,632 Total FTE: 12.0

DEPARTMENT COMMENTS

The County Medical Services Program (CMSP) budget is being presented with two scenarios, as follows:

1) The General Fund Support (GFS) budget of $2,638,279 represents all current services at General Hospital and its Walk-In Clinics remaining intact. CMSP has never received a General Fund contribution and is not requesting one in the GFS budget. Per historical Board policy, any inability of CMSP to pay for CMSP patient services rendered at General Hospital is absorbed by the Medical Services Department.
2) The Status Quo budget of $3,358,470 represents General Hospital's inpatient unit, day surgery, ER and Walk-In Clinics closing June 30, 2003. In this scenario, CMSP is requesting a General Fund contribution of $736,525 (based on current contract rates, increasing CMSP caseload due to the present economic downturn, and the most recent General Hospital utilization statistics) to finance CMSP services previously rendered at General Hospital and its Walk-In Clinics, which will be contracted to the private sector, as follows:
   - 200 ER visits @ $125 = $25,000
   - 700 inpatient days @ $895 = $626,500
   - 95 day surgeries @ $895 = $85,025

Some highlights for 2002/03 are as follows:

- CMSP maintains a broad network of private providers and is committed to insuring that County-approved indigents have access to medically necessary care. During the first half of FY 2002/03, CMSP served approximately 852 patients each month. With the recent economic downturn, CMSP's patient caseload is on the rise with the unduplicated count of patients per year up 8% already for the first half of FY 2002/03, increasing from 2,386 in FY 2001/02 to a projection of 2,577 for FY 2002/03. It is estimated that CMSP will cover approximately 8,700 outpatient visits and 1,400 inpatient days during FY 2002/03.

- The Public Health Department website has been updated to provide information about all programs administered by Health Systems, including the CMSP application and screening forms in both English and Spanish. CMSP applicants are now able to print out the CMSP application and screening forms and complete them at their convenience prior to their face-to-face interview, reducing waiting time in the CMSP office.

- Access to care for patients who live in the South County has increased by effecting a new contract for inpatient and outpatient services at Marian Medical Center in Santa Maria.

Some key issues for 2003/04 are as follows:

- Both budget proposals reflect that the Requested Position Allocation List (PAL) will decrease from 14 FTE in Fiscal Year 2002-03 to 13 FTE in Fiscal Year 2003-04 Adopted PAL. This 1.0 FTE reduction is the result of: 1) eliminating a .5 FTE Senior Account Clerk for the Emergency Medical Services physician claims processing (EMS) tasks, which are being transferred to the Society Group; and 2) reducing the limited-term Senior Account Clerk position from a 1.0 FTE to .5 FTE due to the completion of the Preventive Health Grant and the continuation of the Dental T.E.N. grant funding.

- Health Systems is identifying the effects from the potential closure of General Hospital and is making the necessary changes to insure a smooth transition of CMSP services previously offered at General Hospital and the Walk-In Clinics to the private sector. Although Health Systems' budget submittals eliminate positions to correlate to a reduction in other services, as we know it today, the full impact of General Hospital's closure and the effects that it will have on Health Systems regarding workload and service levels, is not fully quantifiable at this juncture. When General Hospital closes and the full impacts are known, Health Systems may need to revisit its staffing levels with the County Administrative Office and the Board in Fiscal Year 2003/04 to present a justification for additional staff, if warranted.

- In FY 2003/04, CMSP plans to offer applicants the option of filling out their applications on PCs located in the Eligibility lobby. The PC screen format will be user-friendly and will require little more than the ability to type, point and click. Helpful information will be included in the screen layout to assist applicants in answering the questions. The electronic data will then be verified by the Eligibility Technicians (ETs) during the client interview and downloaded directly into the MIAMI computer system, eliminating the need for the ETs to manually enter the application information, streamlining the patient interview, and reducing patient wait time.

- CMSP is also working toward having applicants be pre-screened via the Internet to determine if they should proceed with completing the CMSP application form online. Pre-screening applicants online could obviate the need for individuals to complete the application form if they clearly do not meet the eligibility criteria. Patients who meet basic CMSP eligibility criteria may then proceed to complete the application online and streamline their eligibility determination.

Implementation of the unfunded federally-mandated HIPAA (Health Insurance Portability and Accountability Act) regulations has already had, and will continue to have, significant financial and staffing impacts on service delivery. However, the Health Systems Office is committed to full compliance with HIPAA privacy regulations by April 2003. Patients can be assured that their privacy will be protected. Health Systems is also working toward implementing the necessary programming to the MIAMI computer system to enable acceptance of electronic, confidential patient billing transactions by the October 16, 2003 deadline, per Transactions and Code Set Standards. HIPAA implementation may reduce claims processing turnaround time and increase medical provider satisfaction.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall expenses for the County Medical Services Program (CMSP) have increased by 23% compared to the Fiscal Year 2002-03 Adopted Budget. In previous years, this budget unit did not receive any General Fund support since State realignment funds are made available for this program. However, with the closure of the County's General Hospital on June 19, 2003, costs associated with providing CMSP to medically indigent adults at private hospitals that were previously provided care at General Hospital will now be transferred in from the General Fund and reflected in this budget unit rather than in Budget Unit 6000, Medical Services.

The recommended budget eliminates 1.0 FTE vacant Senior Account Clerk position from the current adjusted staffing allocation of 14 FTE. This staffing reduction is the result of revenue reductions including elimination in funding allocated by the Preventive Health Grant. In addition, a .5 FTE limited term position associated with the grant funded Dental T.E.N. program will expire before June 30, 2004 since available funding has not been secured for the entire fiscal year.

Recommended funding for the services and supplies accounts have increased by 30% primarily due to the expense of providing for care for CMSP patients at private hospitals.

The County Medical Services Program budget is financed with State, local, and grant dollars. The County's local share is financed with realignment revenue ($2,472,200) and General Fund dollars ($703,432). This is the first year that a portion of the budget is funded with General Fund money, which is the result of a redirection of General Fund dollars from the Medical Services Department to CMSP to cover the shift of services to private hospitals due to the closure of the County's General Hospital on June 19, 2003.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Improve health and reduce suffering by efficiently determining program eligibility and arranging for services to promptly diagnose and treat medical conditions.

Communitywide Result Link: A Healthy Community

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01/02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of client satisfaction surveys rating office's overall performance as "satisfactory" or above.	N/A*	97%	97%	98%	98%	98%

What: Clients are surveyed to determine how well they were served by staff.

Why: Clients' responses will identify ways to improve services.

How are we doing? Our target for FY 02-03 is 98%, and we expect to meet our goal. Surveys are given to every client at their eligibility interview for them to rate the office's performance in serving them and identify areas that could be improved. Six comparable counties were surveyed for each of our performance measures. Of those counties, only Kern County provided satisfaction surveys to their MIA applicants, who rated the service they received "satisfactory" or above 75% of the time.
*No survey conducted in FY 00-01.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01/02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of eligibility notices of actions, which are mailed within three working days from receipt of verifications.	90%	80%	83%	83%	83%	84%

What: This measures how quickly clients are notified of their eligibility determination after all the requested verifications necessary to work their cases have been received.

Why: Clients need to be informed of their eligibility determinations as quickly as possible so as not to delay necessary medical treatment and to streamline payments to providers.

How are we doing? We expect to meet our FY 02-03 adopted rate for this measure. Santa Barbara County's eligibility process is most similar to ours; and the percentage of their applicants, who are notified within three days from the day verifications are received, is 25%. Other counties who also determine program eligibility, such as Monterey, Kern, Placer, Napa and Santa Cruz counties, do not have eligibility determination processes similar enough to ours for comparison purposes. Medi-Cal averages 30 days in notifying applicants of their eligibility.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01/02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of eligibility determination appeals by clients for which a response is mailed within 12 working days from receipt of the appeal.	91%	95%	77%	91%	91%	92%

What: This measures how quickly we respond to clients' requests for reconsideration of eligibility determinations.

Why: Clients should receive a response to their appeals in a timely manner.

How are we doing? A turnover in eligibility supervisory staff contributed to the office not meeting the FY 01/02 proposed results; however, we are back on target in FY 02-03 and plan to meet the office's adopted rate of 91% this fiscal year. Monterey County processes client appeals within 12 working days 95% of the time. Napa and Santa Barbara counties process appeals within 12 working days 100% of the time with over double the staffing. Placer County's appeal process is not comparable to ours. Santa Cruz and Kern counties do not have this information available. Medi-Cal sends all their appeals to an administrative law judge in Sacramento, and their appeals' processing time averages 157 days.

Department Goal: Pay medical providers as quickly as possible.

Communitywide Result Link: A Healthy Community and a Well Governed Community.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01/02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of provider claims processed within 30 days from receipt.	89%	96%	74%	80%	70%	80%

What: This measures how quickly we process providers' eligible claims.

Why: Processing claims in a timely manner helps to retain the Health Systems' network of medical providers and insure client access to care.

How are we doing? Meeting this target is a top priority for the office, and we're working toward achieving the highest rate possible. However, vacancies due to several past, current, and future (two pregnancies) medical leaves in the Accounting unit will make this goal particularly challenging to meet in FY 02-03.

In FY 01/02, vacant positions and new hire training time in the Accounting unit caused the office to fall behind in claims processing for 2.5 months. However, the claims processing turnaround time averaged 24 days for the entire fiscal year; and during only 14 periods, out of 55, the target turnaround time of 30 days was exceeded by an average of 12 days. There were no reported complaints by providers. Currently, the office is in the research and development stages of downloading private provider bills electronically; so in the future, we can look towards processing claims within 30 days, 100% of the time. Monterey County reports that 70% of their claims are electronically transmitted from their full-service County hospital, and they process all their claims within 30 days of receipt, 90% of the time. Placer County processes claims electronically within 30 days of receipt 99% of the time. Santa Barbara and Kern counties report that they process claims within 30 days of receipt 100% of the time. Lifeguard's claims processing time was 45 days; and Medi-Cal has a 60 day claims processing time for all billings. Based upon responses from physicians' offices surveyed, Blue Cross claims processing time is reported to be 30-45 days.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01/02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of provider appeals for which a response is mailed within 12 working days from receipt of the appeal.	97%	85%	88%	88%	88%	95%

What: This measures how quickly we respond to providers' requests for reconsideration of payment denials.

Why: Providers should receive a response to their appeals in a timely manner.

How are we doing? We are on target for meeting the office's goal of 88% for the FY 02-03. Monterey County reports that they receive approximately two provider appeals per month, and they process them within 12 working days 90% of the time. Placer County also reports few provider appeals, and they respond to them within 12 working days 99% of the time. Santa Barbara reports that they respond to all provider appeals within 12 working days. The other counties from our comparison group did not track this measure.

Department Goal: Improve dental health for eligible children through education, outreach, and treatment.

Communitywide Result Link: A Healthy Community.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01/02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of children, age zero up to five, who are eligible for dental treatment through the Proposition 10 dental program that started treatment within 60 days of referral.	*	90%	95%	90%	98%	98%

What: The Proposition 10 dental program provides access to dental care for as many uninsured children up to age five as possible.

Why: Dental care for children is a critical component to life-long oral health.

How are we doing? Dental T.E.N. provided over 300 dental treatments, ranging from basic exams to dental surgeries, to over 200 children under the age of five for the period of October 1, 2001 to January 31, 2003. The program took a little time to get on its feet, so the majority of children were treated between October 2001 and October 2002. When grant money ran out, referrals were put on hold awaiting the next funding cycle.

Of the 205 children treated in FY 01/02, 94 were treated within 60 days; and only 11 were treated after 60 days. 93 families who let their referrals expire by not following through in making and/or keeping their appointments after being referred are not included in this statistic.
In FY 02-03, dental services were provided to 66 children through December 2002. Upon receipt of new grant money ($55,386) for the period of January 2003 through June 2003, we expect to provide dental treatment to 90 more children under the age of five and provide age-appropriate dental education and hygiene products to approximately 400 children per quarter.

So far San Luis Obispo is the only county in our comparison group that has a Proposition 10 dental program; however, Placer County Tahoe Truckee Unified School District has recently contracted with the Children and Families Commission of Placer County to provide dental services to children.

* Program did not start until FY 01/02.

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01/02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of clients surveyed who viewed our dental video and indicate they have changed the way they care of their family's teeth and mouths.	*	90%	94%	90%	91%	95%

What: Providing dental education information to children and their parents is key to changing behavior.

Why: Early intervention through the provision of dental education information will help parents care for their children's teeth, teach their children proper dental hygiene, and educate parents about the need for professional dental care.

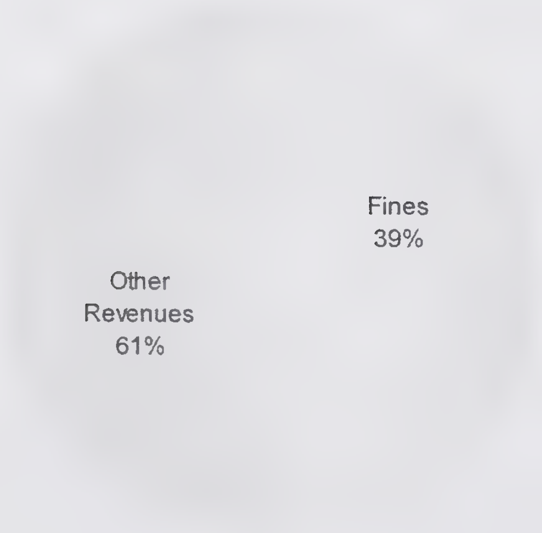
How are we doing? The program continues to be considered a success. Most of the videos have been distributed and continue to be viewed in pre-schools, mom's groups, Drug and Alcohol Department programs, Public Health Department programs, parent participation groups and by individuals. Referrals come from many sources including outreach workers, dentists, teachers, nurses, and parents who have attended a presentation or read a brochure. For the period of October 1, 2001 to January 31, 2003, Health Systems staff provided 53 dental education classes, had 190 placements of promotional materials throughout the County, distributed 25,118 brochures and 3,018 educational videos, collaborated with 25 other agencies/groups to provide outreach, and attended 14 Health Fairs.

* Program did not start until FY 01/02.

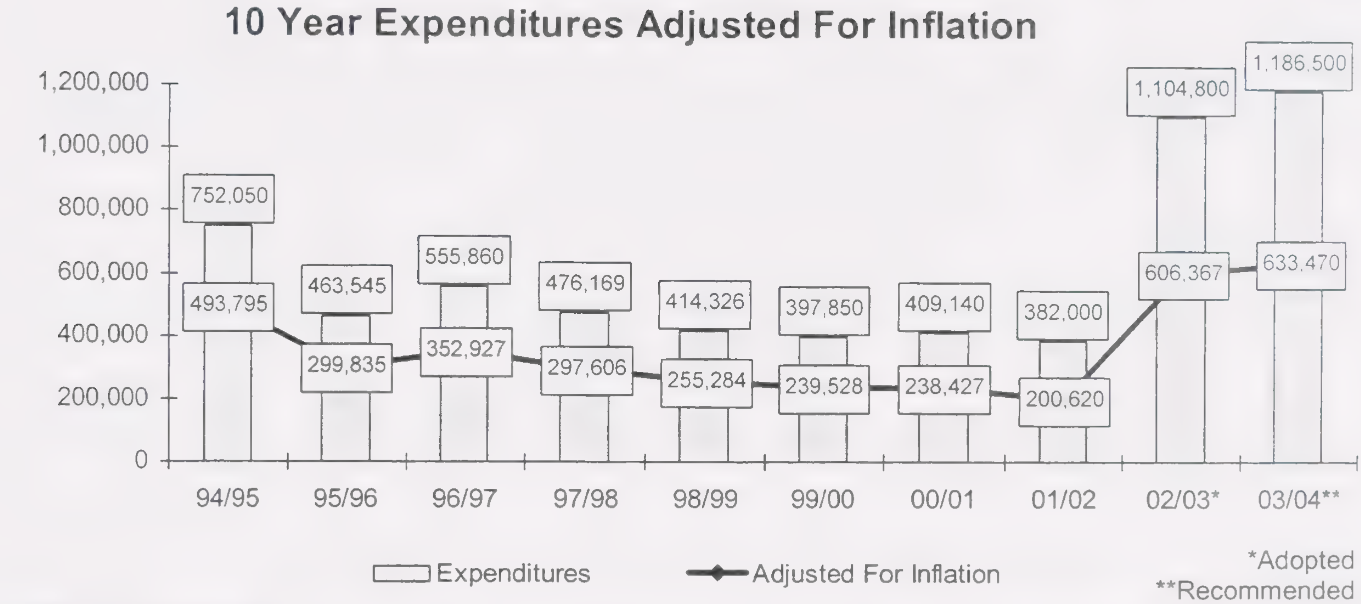
MISSION STATEMENT

To pay medical providers for uncompensated emergency room care and pay the Emergency Medical Services Agency for regulation of the pre-hospital emergency medical care system.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	355,699	1,477,960	1,186,500	1,186,500	1,343,805
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 355,699	$ 1,477,960	$ 1,186,500	$ 1,186,500	$ 1,343,805
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	0	0	0	0	0
Total Financing Requirements	$ 355,699	$ 1,477,960	$ 1,186,500	$ 1,186,500	$ 1,343,805
Revenues	$ 389,991	$ 1,421,957	$ 1,186,500	$ 1,186,500	$ 1,343,805
Fund Balance Available	0	7,990	0	0	0
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	$ 389,991	$ 1,429,947	$ 1,186,500	$ 1,186,500	$ 1,343,805



Source of Funds



SERVICE PROGRAMS

Emergency Medical Services Fund

Payments to physicians, designated hospitals, and other providers of emergency medical care for uncompensated emergency room care and the Emergency Medical Services Agency for regulation of the pre-hospital emergency medical care system.

Total Expenditures: $1,186,500 Total Staffing (FTE): 0*

*Staffing reflected in Budget Unit 3286 - County Medical Services Program

DEPARTMENT COMMENTS

Budget Unit 3287 programs are independently funded and require no General Fund contribution. The Emergency Medical Services (EMS) Fund budget is being presented in two scenarios, as follows:

1) The General Fund Support (GFS) budget of $1,186,500 represents all current services at General Hospital and its Walk-In Clinics remaining intact.
2) The Status Quo budget of the same amount represents General Hospital's inpatient unit, day surgery, ER and Walk-In Clinics closing June 30, 2003.

In 1988, pursuant to Senate Bills 12 and 612, the Board of Supervisors passed a resolution authorizing the imposition of increased fines collected by the courts for criminal offenses and established the EMS Fund. The Board also approved policies for the administration and expenditure of this fund, which is used to reimburse physicians, hospitals, and the EMS Agency, which administers the County's pre-hospital emergency medical care system. The Superior Court reports that most EMS fund revenues are derived from tickets and citations issued by local law enforcement and the California Highway Patrol, with the CHP being the largest source of traffic citations. Citation issuance is down, which may be due to State budget cuts and lack of supplemental grants used to target high volume areas. Although fund revenues are currently on the decline, a recent audit of Superior Court by the State Controller's office identified an incorrect distribution procedure, which, when corrected, resulted in increased revenues to the fund.

A contract was entered into on January 28, 2003 with the Society Group, which is a foundation of the County Medical Society, to process and pay the physicians for uncompensated emergency medical care with the EMS Physician subaccount funds. As noted in the Budget Unit 3286, an associated half-time Senior Account Clerk will be deleted.

Pursuant to the passage of Measure A, Tobacco Settlement (TS) funds of $725,000 are included in this budget unit, with $575,000 allocated to the Physician subaccount and $150,000 allocated to the Hospital subaccount. Health Systems will administer the TS Hospital subaccount and distribute the funds to existing hospitals in San

Luis Obispo County, per a distribution determined by the County Administrative Office using OSHPD data. The Society Group will administer the TS Physician subaccount funds.

These are valuable funding sources, which promote the infrastructure for receiving emergency care in this county. In the event that General Hospital closes, funds previously allocated to the County Hospital will be distributed among the private hospitals.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall expenses for the Emergency Medical Service (EMS) Fund have increased by 7% compared to the Fiscal Year 2002-03 Adopted Budget. The Emergency Medical Service Fund budget provides funding to reimburse physicians and hospitals for uncompensated emergency medical care.

Staff and administrative expenses for this program are reflected in Budget Unit 3286, to which EMS makes a contribution. State law limits the amount of EMS funds that can be used for staffing and administrative expenses to 10% of the total amount of EMS funds allocated.

In Fiscal Year 2002-03 the Board of Supervisors contracted with The Society Group to administer the Physician Sub-Account of the Maddy Emergency Medical Services Funds and the Physician Account of the Tobacco Settlement funds.

Due to the closure of the County's General Hospital on June 19, 2003 EMS funds that previously were distributed to General Hospital will be available for distribution to the private hospitals. In FY 03-04 this is estimated at $105,000 of EMS funds and $14,000 of Tobacco Settlement funds.

Funding for this budget is generated by court imposed fines and does not include any General Fund support.

The budget includes $725,000 of Tobacco Settlement funds for physicians and hospitals per Measure A-02.

BOARD ADOPTED CHANGES

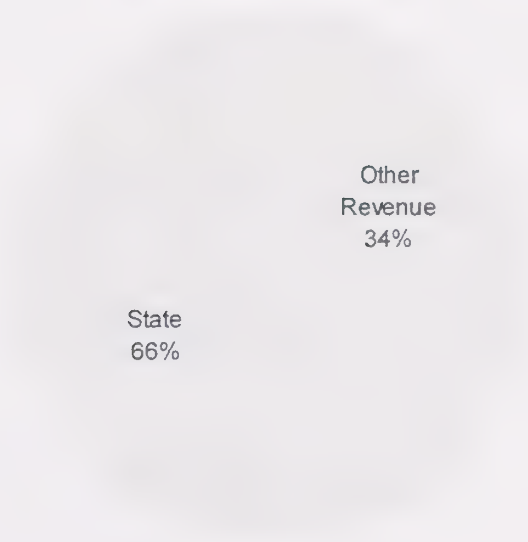
None.

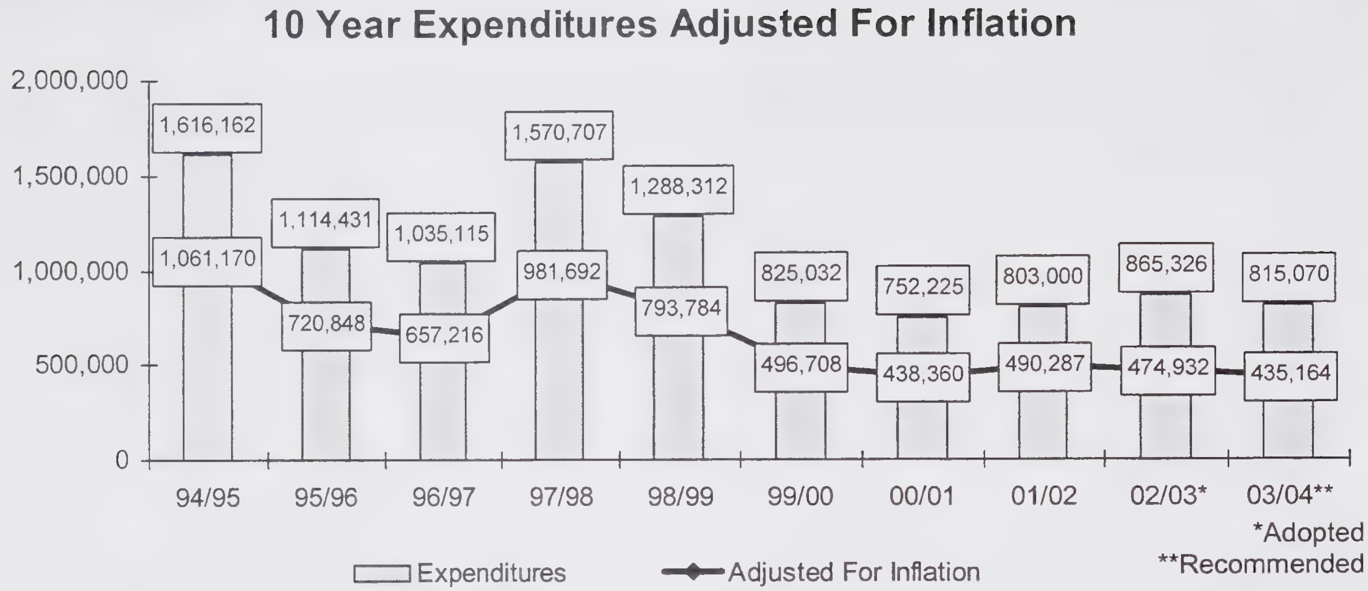
MISSION STATEMENT

To pay medical providers for uncompensated care and ensure follow-up treatment for children's qualifying conditions detected during a Child Health and Disability Prevention (CHDP) screening.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	869,279	867,001	840,945	815,070	815,070
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 869,279	$ 867,001	$ 840,945	$ 815,070	$ 815,070
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	0	0	0	0	0
Total Financing Requirements	$ 869,279	$ 867,001	$ 840,945	$ 815,070	$ 815,070
Revenues	$ 881,013	$ 824,419	$ 840,945	$ 815,070	$ 815,070
Fund Balance Available	0	0	0	0	0
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	$ 881,013	$ 824,419	$ 840,945	$ 815,070	$ 815,070

Source of Funds





SERVICE PROGRAMS

California Healthcare for Indigents Program (CHIP)

Provide timely payment to physicians for all uncompensated emergency, obstetric, and pediatric medical services and pay designated hospitals for any services provided for patients who are unable to pay and who do not qualify for other public medical assistance programs. Administer the Child Health and Disability Prevention Referral and Follow-Up Program to pay for follow-up care for children with conditions detected during a Child Health and Disability Prevention screening.

Total Expenditures: $720,945 Total Staffing (FTE): 0.0*
*Staffing reflected in Budget Unit 3286 - County Medical Services Program

Proposition 10 Dental Care Program

Arrange, authorize, and pay for dental treatment for children prenatal to age five who do not have dental insurance. Conduct education and outreach about oral health.

Total Expenditures: $94,125 Total Staffing (FTE): 0.0*
*Staffing reflected in Budget Unit 3286 - County Medical Services Program

DEPARTMENT COMMENTS

CHIP programs are independently funded and require no General Fund contribution. The CHIP budget is being presented in two scenarios, as follows:

1) The General Fund Support (GFS) budget of $840,945 represents all current services at General Hospital and its Walk-In Clinics remaining intact.
2) The Status Quo budget of the same amount represents General Hospital's inpatient unit, day surgery, ER and Walk-In Clinics closing June 30, 2003.

Budget Unit 3288 has the following components:

California Healthcare for Indigents Program (CHIP) funds are budgeted at current year levels due to the many unknown issues surrounding this funding source. CHIP was established in FY 1989/90 with the passage of Proposition 99 and Assembly Bill 75, which authorized the taxation of tobacco products to fund healthcare programs. Revenues continue to decline each year due the successful efforts of tobacco cessation campaigns and increased taxes on tobacco products. The CHIP program, which includes the Child Health and Disability Prevention Referral and Follow-Up Program (CHDP-RFU), is discussed in the Governor's 2003 Realignment proposal. By implementing permanent tax increases, the Governor proposes to shift fiscal responsibility to the counties for these and other health and social services programs. If this proposal is approved, counties would receive additional, dedicated revenue to pay for program services; local government would have more flexibility in administering the programs; and State mandates may be eliminated.

In the event that General Hospital closes its inpatient unit, ER, day surgery and Walk-In Clinics, the CHIP County Hospital allocation would be distributed to the private hospitals; and available administrative revenues would be reduced by $16,334. Although administrative revenue will be reduced, the amount of Health Systems' workload will increase due to increased processing of private hospital claims. CHIP funds continue to be a valued source of funding which pays both physicians for uncompensated pediatric and obstetric services and hospitals for uncompensated charity care services.

The Proposition 10 Dental Treatment and Education Now (Dental T.E.N.) program provides dental treatment for children under the age of five who have no other source of funding and educates their whole family about oral healthcare, which leads to a reduction in pain, suffering and the need for expensive dental treatment. Since the program began in 2001, Dental T.E.N. has authorized care for 433 children, treated 308 children, enrolled 285 new families, enrolled 23 dentists, conducted 53 parent education classes, exhibited in 14 Health Fairs, placed 190 posters and brochures in outreach sites, and partnered with 28 other agencies, groups and dental hygienists to provide outreach. The program has also distributed 25,118 dental brochures, 3,018 dental education videos, and 5,552 cup and toothbrush sets.

Health Systems will submit an application to the Children and Families Commission to continue the Dental T.E.N. program in FY 2003/04 in the amount of $120,000. The Commission will be carefully studying service program results for the last two years as documented in final reports. Based on the reported results, programs that have good results and support the Commission's goals will be invited to reapply for grant monies that will span for three years. Based upon past program results, the documented need for children's dental services, and wide community support, Health Systems anticipates that this program will be funded in FY 2003/04.

Senate Bill 2132 initiated a redistribution of CHIP funds to create a new program in FY 2000/01 to pay physicians who provide emergency services in an acute care hospital to uninsured patients. Assembly Bills 430 (FY 2001/02) and 442 (2002/03) are successor bills, which have continued the program. It is anticipated that the program will be continued in 2003/04 via a new successor bill. Funds of $180,736 are budgeted for Fiscal Year 2002-03, and the same amount is included in the Fiscal Year 2003-04 budget in the event the program continues. Continued funding will provide emergency room physicians additional compensation and promotes the infrastructure for receiving emergency care in this county

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall expenses for California Healthcare for Indigents (CHIP) Program have decreased by 5% compared to the Fiscal Year 2002-03 Adopted Budget. The decrease is the result of a reduction in CHIP funding from the State and a reduction in Dental T.E.N. grant funding.

Staff and administrative expenses for this program are reflected in Budget Unit 3286, to which CHIP makes a contribution. The .5 FTE limited term position associated with the grant funded Dental T.E.N. program will expire before June 30, 2004 since available funding has not been secured for the entire fiscal year.

Included in the budget is approximately $43,000 for expenses related to Health Insurance Portability and Accountability Act (HIPAA) compliance. This funding is included in the recommended budget as CHIP unallocated funds. Authorization to expend these funds is contingent upon County Administrative Office approval after further countywide programmatic and fiscal impacts of complying with HIPAA are determined.

The CHIP budget is funded by the State's California Healthcare for Indigents Program and a Dental T.E.N. grant received from the Children and Families Commission. This budget does not receive any General Fund support.

BOARD ADOPTED CHANGES

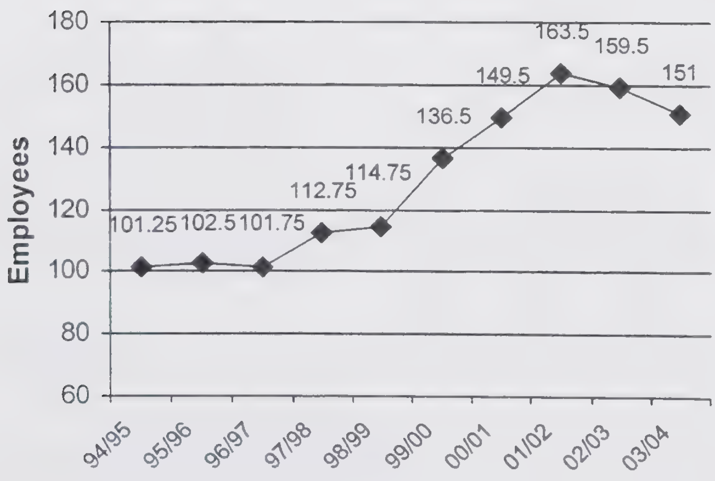
None.

MISSION STATEMENT

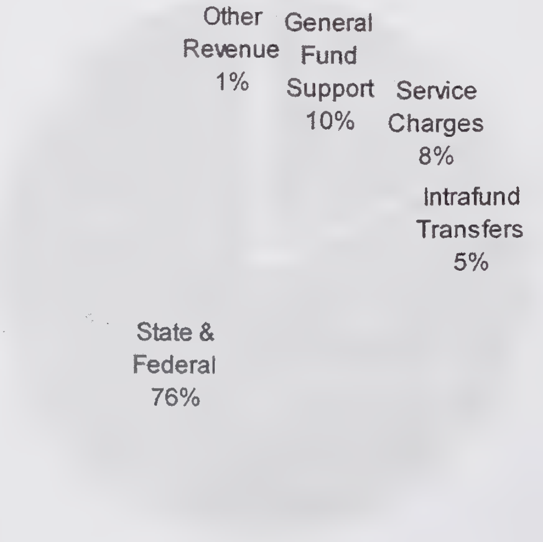
The mission of the County's Mental Health Department is to enable seriously mentally disturbed persons of all ages to access services that help them to recover from or manage illnesses and disorders, to achieve goals, and to develop individualized skills and supports leading to constructive, satisfying, minimally restricted functioning in the community (based on Welfare and Institutions Code, Section 5600.1). The Department also seeks to alleviate mental disorders and promote mental health in less severely disturbed special populations to the extent that distinct resources are made available for these purposes.

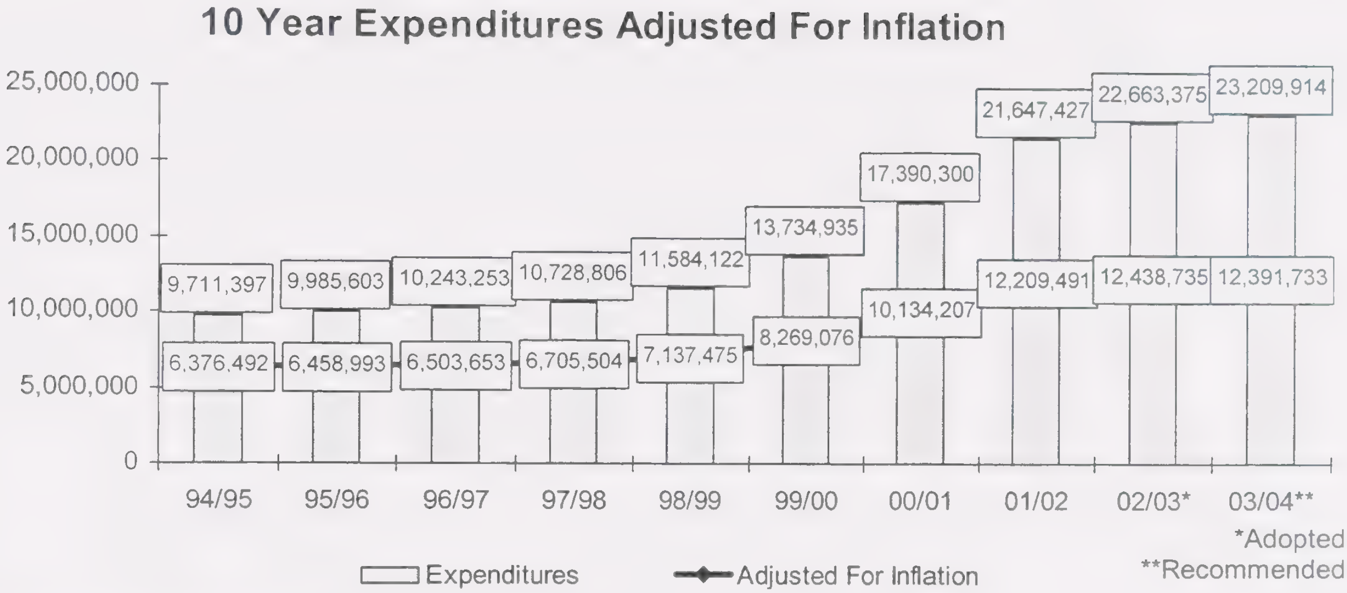
Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 10,990,730	$ 12,246,348	$ 13,013,035	$ 12,953,323	$ 13,068,436
Services and Supplies	10,582,128	9,591,703	10,317,431	10,250,591	10,353,591
Other Charges	29,884	0	6,000	6,000	6,000
Fixed Assets	44,685	0	0	0	0
**Gross Expenditures	$ 21,647,427	$ 21,838,051	$ 23,336,466	$ 23,209,914	$ 23,428,027
Less Intrafund Transfers	2,274,673	1,005,358	1,049,652	1,149,652	1,149,652
**Net Expenditures	$ 19,372,754	$ 20,832,693	$ 22,286,814	$ 22,060,262	$ 22,278,375
Revenues	18,451,548	19,487,919	19,330,547	19,730,547	19,948,660
General Fund Support (G.F.S.)	$ 921,206	$ 1,344,774	$ 2,956,267	$ 2,329,715	$ 2,329,715

Number of Employees
(Full Time Equivalent)



Source of Funds





SERVICE PROGRAMS

Outpatient Services

Outpatient programs include a wide variety of services to people of all ages in the community. They include brief crisis services; regular therapy visits at clinics in various parts of the county; counseling and medication services provided on-site at schools, social services organizations, and law enforcement facilities; outreach to the homeless; and programs for social and vocational rehabilitation.

Total Expenditures: $16,476,928 Total Staffing (FTE): 129.70

Residential Services

Residential services are 24-hour programs supported by Mental Health, that provide treatment for more extended periods of time but at lower cost than acute hospitalization. They are usually provided in homelike, unlocked settings and include a continuum from intensively supervised residential treatment to independent living arrangements with regular monitoring and staff support.

Total Expenditures: $1,098,333 Total Staffing (FTE): 0.0

Inpatient Services

Inpatient services are those "institutional" services which serve the 24-hour care needs of the most severely mentally ill people. They generally are locked facilities, with capability for medical care as well as intensive psychiatric treatment. They include the local acute hospital, state hospitals, and skilled nursing facilities with psychiatric specialization.

Total Expenditures: $5,634,653 Total Staffing (FTE): 21.30

DEPARTMENT COMMENTS

The year 2002-03 was one of significant achievements, even in the context of major demands and belt-tightening, for the mental health programs of Behavioral Health.

A. ACCOMPLISHMENTS:

1. Maintenance of Critical Programs during Hiring Freeze. While keeping 8 to 10 positions frozen most of the year to meet and prepare for budget cuts, the department moved personnel strategically to keep life-and-death services functioning. Staff worked constructively in adjusting to new assignments and caseload increases.

2. Revenue Enhancements. Efficiency and accuracy of documentation has been enhanced with the introduction of a computerized treatment planning guide, internal audits, and training. The

adequacy of revenue-producing documentation has thus been increased by 20 to 30% in outpatient clinics. Accounting staff have also instituted several procedures to increase claiming and speed cash flow.

3. Performance Measures. Notable outcomes include:

- 60% improvement in youths' school attendance
- 83% of youth prevented from re-offending
- 99% of jail interventions preventing hospitalization
- 100% of conditionally released offenders not re-offending
- 98% of clients hospitalized reentering the community safely (after an average of 3.5 days' treatment)
- 30% of crisis interventions resolving urgent needs without hospitalization
- Limitation of use of expensive long-term facilities to about 30% of comparable counties
- Clients highly satisfied with treatment and results (B+ rating)

4. Hospital Changes. The department devoted much time and energy to the future of the hospital psychiatric unit. Several options were researched, an application for licensing as a Psychiatric Health Facility and request for Medicare certification were submitted, services were negotiated with other local providers, new security and medication handling procedures were instituted, and remodeling to enlarge the unit by two beds was completed.

5. State and Federal Reviews. Successful program reviews and fiscal audits were facilitated for several levels of reviewers, including a visit by federal authorities who have identified our Homeless Outreach Program as one of the models in the nation.

6. Task Forces. An interagency collaborative was established to find new ways to work with the mentally ill who impact police, courts, and jails; and numerous agencies serving the homeless were brought together regularly for planning and coordination, under Supervisor Bianchi's leadership.

B. PROJECTS FOR 2003-04:

It appears inevitable that this will be a year of reductions in staffing and services. The Department will nevertheless strive to preserve critical programs and continue current initiatives including:

1. Further development of Inpatient Unit under its new license
2. Continued collaboration with law enforcement and homeless service providers regarding at-risk clientele
3. Preservation of core early-intervention cooperative efforts for youth
4. Continued work on local alternatives to improve the lives and functioning of adults, outside of locked institutions
5. Completion of computer installation at all clinics, and replacement of contractor for overall MIS and billing system.

C. BUDGET REDUCTIONS:

The projected shortfall in funding for ongoing service levels is due to several factors:

1. The lack of growth in some major revenue sources such as Realignment funding, at the same time that costs have increased, particularly in the areas of personnel and facilities for patient placement and care.

2. State funding reductions initiated in 2002-03, primarily for Homeless and children's services.

3. The State's intentional delay in re-paying the County for mandated service costs, including the costs of treating seriously emotionally disturbed children, even as referrals for such services are increasing.

The Department's approach in dealing with the shortfall in funding has been to create a program budget identifying individual service elements, their staffing, expenditures, revenues, and outcomes, and to list those elements in rank order. Criteria involved in prioritization included outcomes that would be sacrificed with program reduction, amount of revenue that would be lost, mandate or criticalness of service provided, and valuation by Mental Health Board, other County departments, and other constituents.

The resulting cuts that will be made in accordance with the Budget as currently recommended may be summarized as follows:

- Administrative services elimination of 4.5 positions, plus a shift in 1 position from administrative to clinical duties. These positions have provided accounting, quality assurance, medical records, automation, and reception/clerical services. Concurrently, hospital closure will shift a significant amount of quality control and records management responsibility to Mental Health administrative personnel. The reductions in capability to do contract auditing and to review clinical documentation will place the County at increased risk of repayments to State and Federal authorities. The decreased timeliness in medical records entries will create risks of revenue losses from billing delays in excess of time limits. Periodic absence of reception and clerical support will divert clinicians from treatment duties. Net budget reduction achieved by these cuts: $191,000.

- Treatment services for adults will be cut by 2.5 therapists, 3 interns, and 2 days per week of contract psychiatrist hours. With reductions coming from the more intensive (lower caseload) service providers, about 100 fewer mentally ill clients will receive therapy and psychiatric care at any one time. Impacts will be felt on desired outcomes relating to client satisfaction, client functioning, and use of high cost placements. Also, there are likely to be more grievances and appeals by people denied services and more demand on other social services and law enforcement agencies. Net budget reduction achieved by these cuts: $177,000.

- Treatment services for children will be cut by 2.5 therapists, a quarter-time psychologist, and 2 interns. About 110 clients will not receive services as a result of these cuts. Outcomes affected will include school functioning, juvenile offenses, placements, and client satisfaction. Departments working with Mental Health on services to children will be negatively impacted. Net budget reduction achieved by these cuts: $194,000.

- Rehabilitation and Peer Support services to be reduced will include cuts in Transitions-Mental Health Association's vocational and socialization programs, as well as a half-time parent partner and half of the family advocate position, which help families of the mentally ill in the community. As a result, about 50 mentally ill people will have less daily activity and development of social and vocational skills, and 100 families and parents will not be helped to understand and deal with their family member's illness. More patients are likely to eventually require higher-cost services and placements in locked facilities. Net budget reduction achieved by these cuts: $76,000.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall expenses for the Mental Health Department have increased by 8% compared to the Fiscal Year 2002-03 Adopted Budget. In recent years, Mental Health has experienced tremendous growth in both staffing and other resources. Although much uncertainty exists relative to the impacts of the State's continued budgetary problems, there is a consensus that the growth in health and human service programs is not sustainable.

In Fiscal Year 2002-03 Mental Health went through a relicensing of their inpatient psychiatric unit prompted by the closure of the County's General Hospital. Upon closure of the hospital on June 19, 2003, the inpatient psychiatric unit will be licensed as a freestanding Psychiatric Health Facility with 16 beds.

Recommended funding for the Mental Health Department's salaries and benefits have increased by 9% primarily due to prevailing wage adjustments for Fiscal Year 2002-03. Based on the Department's prioritization of programs and services and in an attempt to avoid further core program cuts, the Department identified 9.75 FTE positions for elimination. These staffing reductions are a result of loss of revenue and lack of revenue growth. The positions identified for elimination are currently vacant, except a .25 FTE Psychologist and a 1.0 FTE Department Automation Specialist.

Recommended funding for the services and supplies accounts have decreased by 5% ($582,388) primarily due to reductions in contract services. Funds that were previously passed through Mental Health's budget from the Department of Social Services to a local service provider to purchase wraparound services for youth will now go directly to the contactor from Social Services. Included in the services and supplies accounts is $267,630 of costs associated with patient transportation and crisis response attendants for the newly licensed Psychiatric Health Facility.

The Mental Health Department budget is financed with Federal, State, and local dollars. The County's local share is financed with realignment revenue ($5,602,764) and General Fund dollars ($2,329,715). The portion of the budget that is funded with General Fund money has increased by 60%, this is primarily due to an $827,605 increase in expenses associated with the closure of General Hospital and the transition to a Psychiatric Health Facility. Included in the Fiscal Year 03-04 budget, is $400,000 of Mental Health Managed Care Trust Funds. This revenue is one-time and will be used this year to maintain core services, which otherwise would have been decreased as a result of revenue that has failed to keep pace with expenditures; this lack of growth is in essence the crux of decreases in service levels since the cost of doing business has increased yet the revenue to support it has not.

The recommended budget transfers an additional $100,000 of realignment revenue from the Social Services' budget. This transfer is the result of increasing mental health costs and a continued lack of growth in Mental Health realignment revenue. Counties have the authority to transfer up to 10% between realignment funds, this transfer represents a transfer of less than 2% of the total Social Services realignment revenue.

The budget includes $756,508 of Tobacco Settlement funds. These funds will be used to pay for maintaining programs that provide health care services to seniors and persons with disabilities, community mental health programs and facilities, and non-profit community clinics.

BOARD ADOPTED CHANGES

The Supplemental Budget document identified the preservation of Mental Health Safety Net Services, and which the Board of Supervisors approved the following adjustments to the Mental Health Department's FY 03-04 budget:

- Increase Budget Unit's 3070's revenues and expenditures ($218,113) to maintain the following core services:
    - Contracted services for 8 community housing beds ($40,000)
    - Retain a Mental Health Therapist position at the County Jail ($39,002) and amend the position allocation list by adding 1.0 FTE Mental Health Therapist
    - Retain a Mental Health Therapist to work with at-risk youth ($41,544) and amend the position allocation list by adding 1.0 FTE Mental Health Therapist
    - Enhanced mobile crisis response ($63,000)
    - Retain a Medical Records Technician ($34,567) for clinical support.

In FY 03-04 these expenditures will be funded by Tobacco Settlement Funds under the provisions set forth in Measure A-02.

GOALS AND PERFORMANCE MEASURES

Department Goal: To save lives and preserve the safety of mentally ill individuals and the community.

Communitywide Result Link: A safe community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage increases in hospitalized patients' functioning prior to release from the acute psychiatric hospital.	22%	20%	32%	20%	22%	22%

What: Measures overall improvement of functioning and reduced dangerousness to self or others as a result of acute psychiatric hospitalization.

Why: Stabilization and improved functioning for persons in psychiatric crisis results in better long term adjustment in the community.

How are we doing? During FY 01-02 there were 1140 hospital admissions, providing 3577 days of inpatient treatment. These brief acute psychiatric hospitalizations have improved client functioning by 21%, thus reducing potential danger to self or others in the community. As a result, 98% of hospitalized clients successfully reenter the community after acute hospitalization.

Department Goal: To help mentally ill individuals be as functional and productive as possible in the least restrictive and least costly environments.

Communitywide Result Link: A healthy community. A prosperous community.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Rate of overall client satisfaction with mental health services.	88%	80%	85%	80%	82%	82%

What: Measures client satisfaction with mental health services.

Why: Client satisfaction is monitored on an ongoing basis to gain consumer input regarding the quality of mental health services provided.

How are we doing? Mental Health Clients continue to highly rate the process and quality of services they receive.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Total number of patient days in state hospitals.	0	247	182	247	247	247

What: Reflects the use of state hospital patient days by county residents. State hospitals represent the most restrictive and most costly treatment environment available to county residents.

Why: Low reliance on state hospital admissions is generally considered more beneficial to overall client recovery. Much of the mental health outpatient service is designed to reduce placement in state hospitals.

How are we doing? Effective community programs and case management have resulted in a steady reduction of State Hospital usage since the early '90s when usage was as high as 2,000 patient days per year. For 99-00, the most recent year complete data are available; San Luis Obispo County State Hospital costs were $431 per 10,000 population. The five other comparable counties' State Hospital costs range from $6,849 to $83,861 per 10,000 population, with an average of $24,000 per 10,000. San Luis Obispo County cost is much lower than the average comparable county costs.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Minimum percentage of crisis intervention contacts which prevent hospitalization of patients.	38%	30%	54%	30%	50%	50%

What: Measures the effectiveness of the Crisis Intervention service providing an outreach counseling service to prevent acute psychiatric hospitalizations.

Why: When these acute hospitalizations can be safely prevented, clients typically build on their strengths and recover from crises more quickly. Overall low levels of acute hospitalization are desirable.

How are we doing? The availability of a 24 hour, 7 day per week, mobile crisis intervention service has provided additional resources to augment outpatient services for county residents. A total of 858 interventions were provided during 00-01, preventing 464 hospitalizations. The result of these interventions is the avoidance of approximately $429,200 in hospital admissions costs, based on 01-02 costs.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
The annual number of patient days in long term care facilities, called Institutes for Mental Disease (IMD).	7,312	3,971*	8,423	8,400	8,400	8,400

What: Measures utilization of out of county, long term health care facilities for those county mental health clients whose community functioning is impaired.

Why: Long-term care facilities tend to be more restrictive and more costly and require out-of-county placement, so their use is closely monitored. Low reliance on long-term care facilities is generally considered more beneficial to overall client recovery. Most of our outpatient services are designed to reduce placements in long term care facilities.
*Low target for 01/02 was due to under-estimate at time of projecting 00-01 actual results.

How are we doing? An emphasis on developing local (less restrictive patient care) resources to meet the needs of county residents beginning in 1996 has not been as effective as expected, suggesting a need for more resources. When target goals were set, attempts to establish programs to prevent IMD usage were thwarted by operating cost factors and local acceptance issues. As a result, the county has been forced to rely more on these placements. For 99-00, the most recent year complete data are available; San Luis Obispo county's IMD costs were $12,138 per 10,000 population. The five other comparable counties' IMD costs range from $4,094 to $66,020 per 10, 000 population, with an average of $35,147 per 10,000. San Luis Obispo county cost is much lower than the average comparable county costs.

Department Goal: To prevent or reduce the societal problems and high costs to other social services, educational and law enforcement organizations which result from lack of treatment of the mentally ill.

Communitywide Result Link: A healthy community. A safe community.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of jail interventions which are successful in preventing acute inpatient hospitalization.	99.6%	95%	99.8%	99%	99%	99%

What: Measures effectiveness of psychiatric care provided to mentally ill county jail inmates as indicated by the percentage of those interventions which were successful in preventing psychiatric inpatient hospitalization.

Why: Acute psychiatric inpatient hospitalization for jail inmates presents a relatively high cost intervention which, if prevented, also insures a higher degree of community safety by treating jail inmates in the jail setting. Overall higher scores on this measure indicate a more effective jail treatment program.

How are we doing? Psychiatric services provided at the jail continue to be highly effective in treating inmates with psychiatric problems. Each jail intervention represents a potential avoidance of $670 in Acute Psychiatric Inpatient costs, based on 01-02 costs.

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Re-offense rate for clients in the Conditional Release Program (CONREP).	0%	0%	0%	0%	0%	0%

What: Measures the effectiveness of aftercare for judicially committed state hospital clients in the community in the CONREP program.

Why: Closely monitoring re-offense rate on this potentially dangerous clientele provides for community safety.

How are we doing? The CONREP program has been effective in preventing re-offenses among clients served. All clients served have prior arrest histories.

Department Goal: To help clients with emotional traumas and psychological difficulties grow into healthy and contributing citizens.

Communitywide Result Link: A healthy community.

8. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Average rate of improvement per pupil in school attendance for youth involved in the school-linked Intensive Day Treatment Programs.	66%	60%	63%	62%	62%	62%

What: Measures improved school attendance of youth enrolled in intensive day treatment programs who have a variety of scholastic, as well as mental health difficulties, frequently resulting in high absenteeism.

Why: Improved school attendance typically results in improved school performance and increased social skills for at-risk youth.

How are we doing? Youth met the goal of at least 60% improvement in attendance resulting in the development of a stable platform for learning.

9. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage increase in community functioning for youth at risk of out-of-home placement.	16%	16%	18%	16%	18%	18%

What: Measures the community functioning of youth at risk of out-of-home placement, as measured by the Global Assessment of Functioning (GAF) Index.

Why: By improving community functioning in youth, the risk of out-of-home placement is reduced. Higher scores reflect improved functioning.

How are we doing? Youth at risk of placement improved their community functioning by 16%, resulting in the prevention of 22 out of home placements in this group. Twenty-two placements could have cost the county as much as $1,252,680.

10. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Re-offense rate for youth who have completed one or more mental health programs.	26%	45%	15%	25%	17%	17%

What: Reflects re-offense rates among select youth referred for mental health treatment.

Why: Mental health intervention with youth has shown a significant reduction in re-offending, thus avoiding the negative impact of incarceration to target youth and the community.

How are we doing? Re-offending among youth receiving mental health outpatient treatment decreased dramatically, resulting in fewer arrests and improved community adjustment in this group. The 01-02 adopted re-offense rate was estimated at 45% based on prior experience with re-offense reduction statistics. Actual performance was much better than expected for that year with only a 15% re-offense rate. The re-offense rate among untreated offenders in this target population has been as high as 95% prior to treatment.

Department Goal: To provide cost effective mental health services to community residents.

Communitywide Result Link: A well governed community.

11. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Inpatient Psychiatric Unit per patient daily costs.	$637	New Measure	$670	$700	$735 (assumes 5% increase over 01/02 actual costs)	$735

What: The county provides a full functioning 24 hour Acute Psychiatric Unit. Measuring daily per patient costs are a part the Mental Health service management of the Inpatient Psychiatric Unit.

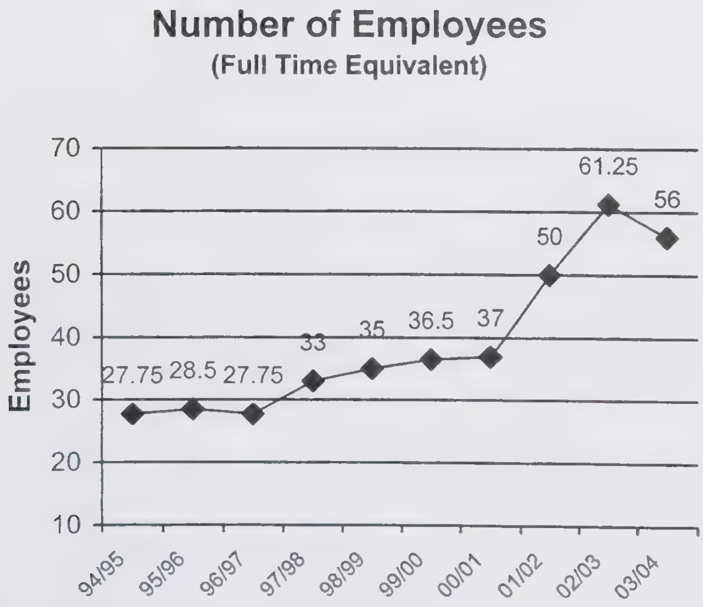
Why: This measure is one component of measuring how efficiently our Inpatient Psychiatric Unit functions.

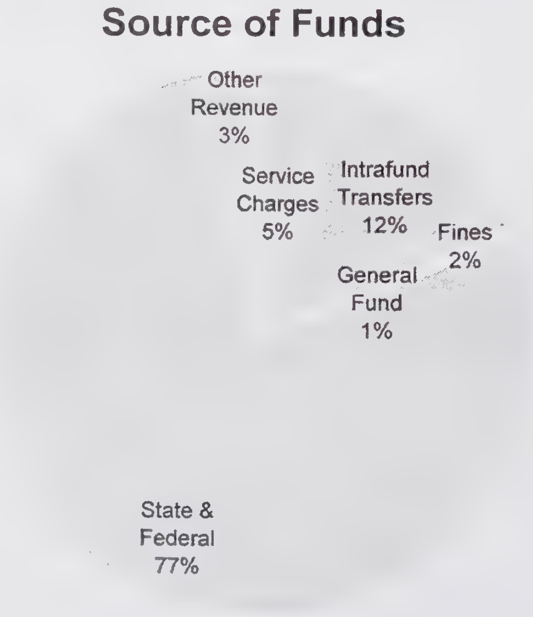
How are we doing? Four of the six comparable counties have Acute Inpatient Psychiatric Units. For 99-00, the most recent year complete data are available, their costs range from $584 to $662 per day, with an average of $629. The San Luis Obispo County cost for 01-02 of $670 is slightly higher than the average of comparable county costs.

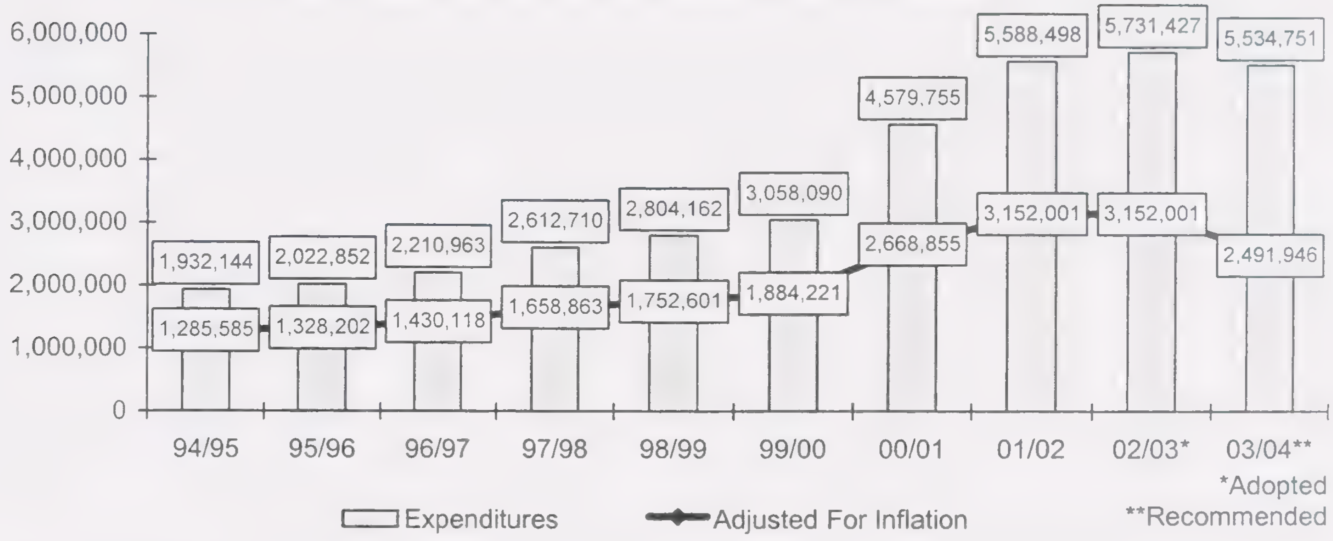
MISSION STATEMENT

Drug and Alcohol promotes safe, healthy, responsible, and informed choices concerning alcohol and other drugs through programs responsive to community needs.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 3,167,728	$ 3,556,249	$ 3,899,883	$ 3,600,184	$ 3,600,184
Services and Supplies	1,638,412	1,424,256	1,387,571	1,197,993	1,197,993
Other Charges	782,358	736,572	736,574	736,574	736,574
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 5,588,498	$ 5,717,077	$ 6,024,028	$ 5,534,751	$ 5,534,751
Less Intrafund Transfers	951,802	922,336	895,297	867,297	867,297
**Net Expenditures	$ 4,636,696	$ 4,794,741	$ 5,128,731	$ 4,667,454	$ 4,667,454
Revenues	4,595,108	4,751,493	4,622,577	4,622,617	4,622,617
General Fund Support (G.F.S.)	$ 41,588	$ 43,248	$ 506,154	$ 44,837	$ 44,837







10 Year Expenditures Adjusted For Inflation

SERVICE PROGRAMS

Primary Prevention

Primary prevention activities seek to prevent alcohol and other drug problems before they occur. A primary focus is placed on youth, and assisting the community at large in the development of an alcohol and other drug-free social environment. Prevention activities include the support of community coalitions such as The Prevention Alliance, which is very active in coordinating local and county-wide prevention activities for both adults and youth and in the past year has implemented dozens of projects in partnership with Drug and Alcohol Services. Friday Night Live is a prevention program whose youth development activities reach high schools throughout San Luis Obispo County as well as some middle and elementary schools. HIV outreach and Social Marketing campaigns promote the awareness of problems associated with drug use and HIV risk. Other programs include support for numerous partnerships which promote prevention strategies that impact individuals, strengthen families and initiate policies that reduce high risk environments within communities.

Total Expenditures: $1,020,962 Total Staffing (FTE): 12.0

Intervention

Intervention services focus on those deemed at an increased risk to develop problems associated with alcohol and other drug use. Distinguished from primary prevention efforts which target general populations, Intervention focuses strategies at individuals and families who are "at risk" for a variety of factors, from incarcerated people to those with a family history of addiction. Youth early intervention activities are conducted in the schools through school service contracts, at Juvenile Services Center, and through Intensive Community Diversion. Early intervention services are provided for jail and parole clients.

Total Expenditures: $813,760 Total Staffing (FTE): 10.0

Support to the Drinking Driver Programs

Staff time that includes administrative support and staff services for BU 4040, the Drinking Driver Programs.

Total Expenditures: $100,392 Total Staffing (FTE): 1.0

Treatment

Through regional centers located in Atascadero, San Luis Obispo and Arroyo Grande, outpatient treatment programs provide individual, family and group counseling for community members seeking recovery from alcohol and other drug problems. Access to services is provided through walk-in clinics. Services providing drug patching and urine screening help participants remain compliant with program requirements. The juvenile drug court program is a partnership with probation and the courts providing treatment options for youth and their families with substance abuse problems. Services are provided by licensed and credentialed staff and all programs are licensed and certified by the California Department of Alcohol and Drug Programs. A variety of populations are served, including young children, youth, adults, IV drug users, and pregnant and parenting women. A major program continued this past year is Proposition 36 involving education, group and individual counseling for those drug offenders referred by the court. All treatment services vary in intensity based on individual need and can last up to one year. Aftercare services are provided as well as drug testing services.

Total Expenditures: $2,863,063 Total Staffing (FTE): 33.0

Pass Through

Pasos de Vida, Life Steps Foundation, Inc. is funding received directly through the State and is forwarded for residential services for women with chemical dependency issues and mental health issues.

Total Expenditures: $736,574 Total Staffing (FTE): 0.0

DEPARTMENT COMMENTS

The General Fund Support Budget maintains a net county cost of $44,837, which represents the required county match portion of State discretionary dollars. Fiscal Year 2003-04 General Fund Support budget revenues will decrease by $344,017 to $5,489,914 from the FY 2002-03 Projected Actuals. This 6% decrease is due to the following:

	Negative Revenue Impact		Positive Revenue Impact
(154,717)	Reduction of Prop36 allocation	95,514	Addition of Safe Drug Free School Grant
(95,205)	Loss of Drug Court funding	100,000	Anticipated FY 03/04 Federal Funding
(188,000)	Elimination of Trust Fund balances in FY02/03	84,000	Add'l PC1000 & Treatment fee assumptions
(97,000)	Ending of OJJDP grant funding		
(42,000)	Loss of SAPT Federal Discretionary dollars		

The General Fund Support budget looks to reduce 7.25 FTE's and not fund an additional 2.0 FTE positions. The net impact is a reduction in salaries of $536,000. The General Fund Support budget includes reductions to revenue offset positions, that include a decrease in Proposition 36 program services provision, jail services reduction, and clerical support associated with a grant funded project that is ending. Additional non-revenue offset reductions are necessary to cover the COLA/Inequities for FY 2002-03 as well as the anticipated COLA for FY 2003-04. These salary reductions and program eliminations will directly impact the provision of drug and alcohol treatment and prevention services in the following areas.

Adult Treatment: A total of 3.0 FTE reductions are in the adult treatment program and represents loss of walk-in crisis and access to services. A resultant decrease in 120 adult voluntary clients over the course of the year receiving treatment services, longer waiting times for admittance to treatment, and longer waiting times at walk-in clinics.

Youth Treatment: A total of .5 FTE is proposed to be eliminated, which represents a 50% reduction in youth treatment capacity in the San Luis Obispo central region. Approximately 30 youth and families will need to travel to Atascadero or Arroyo Grande for services, or be on a waiting list. While waiting, teens are likely to continue to use substances, resulting in increased negative school, family and community functioning.

Prevention Services: A total of 1.0 FTE is proposed to be eliminated, which represents general prevention services, including community education services, awareness campaigns, media responses, and information dissemination. This is a 30% reduction in general prevention services.

Detox, crisis and walk-in access: A total of .75 FTE of Community Health Nurse is proposed to be eliminated. Approximately 40 detox clients per year seek assistance from Drug and Alcohol Services which will be referred to other primary care physicians.

In addition to the program salary and services reductions, a number of professional service program reductions are also proposed.

Life Steps Transitional Housing for Women and Children: Transitional housing services in a sober living environment for up to five pregnant and parenting women and their children from birth to age five. Sober housing where children are able to live with the mother is often a barrier for women in treatment. This is 100% elimination of the program.

North County Connection: The North County Connection, a non-profit corporation, provides community support, education, skill-building, mentoring and social modeling for families in recovery through coordination of 12 Step meetings and other social model recovery programs. This is 100% elimination of the program.

Drug Court Services: Administered through the Probation Department, adult drug and alcohol treatment services are offered at Mental Health Systems, Inc. This represents a 50% reduction in programming. Drug Court programs have excellent outcomes associated with reduction in crime, recidivism, drug and alcohol use, and an improvement in life functioning. Drug offenders will need to wait for treatment services and are likely to continue their drug use and criminal activities while waiting for services. This is a revenue offset loss.

Despite budget challenges in both FY 2002-03 and FY 2003-04, Drug and Alcohol Services has applied its Results Based Decision Making process to guide program objectives and achieve successful outcomes. Our community-based prevention activities have increased our collaborative partnerships with county schools, local community youth task forces, citizens groups and electronic and print media. At least 25,000 SLO County citizens have been the target of specific substance abuse prevention efforts. Working in partnership with schools and community coalitions, a county-wide survey distributed in 2002 showed a dramatic decrease in reported rates of teen binge drinking, dropping from 33% in 1999 to 16% in 2002, as reported in the bi-annual CA Healthy Kids school surveys. Rates of teen binge drinking in SLO County are lower than the state average of 26% for 11th graders, and we consider this a key accomplishment.

During FY 2002-03 Drug and Alcohol Services has continued to improve the efficiency of its treatment and recovery programs. A significant accomplishment during FY 2002-03 was an improvement in documenting treatment outcomes. Treatment re-design efforts have resulted in dramatically improved outcome scores for participants. Addiction Severity Index scores have been tabulated for treatment program participants and post program scores demonstrate an improved success rate of 65% during FY 2002-03, a dramatic increase over last year's rate of 45%. The national average is 35%. Over 300 adult treatment clients have improved their lives, reduced alcohol and other drug problems, improved family relations, and successfully found employment during FY 2002-03.

The Proposition 36 (Substance Abuse and Crime Prevention Act) program begun in July, 2001, continues to successfully treat first time non-violent drug offenders. Intensive coordination of effort between Proposition 36 stakeholders has resulted in speedy and efficient court hearings, referrals and admissions into drug treatment programs. In San Luis Obispo County, 85% of court/probation referrals of eligible participants access treatment within a two-week time window, compared to a 60% statewide average rate. State and national benchmarks place the average cost of addiction treatment per individual at $4,300 per year (according to the *National Treatment Evaluation Study,* CSAT, 1997). The Proposition 36 cost per participant per year is $2,967. Were it not for Proposition 36, all participants would either be in jail, thus incurring jail and other criminal justice costs, or would be actively using drugs and incurring medical and/or criminal costs to society far in excess of the treatment costs.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall expenses for Drug and Alcohol Services (DAS) have decreased by 4% compared to the Fiscal Year 2002-03 Adopted Budget. The recommended budget maintains a General Fund support of $44,837, which represents the required County Maintenance of Effort match of State discretionary dollars. In recent years, Drug and Alcohol Services has experienced tremendous growth in both staffing and other resources. Although much uncertainty exists relative to the impacts of the State's continued budgetary problems, there is a consensus that the growth in health and human service programs is not sustainable.

Recommended funding for Drug and Alcohol Services' salaries and benefits have increased by 4% primarily due to prevailing wage adjustments for Fiscal Year 2002-03. To maintain their current level of General Fund Support, the Department will eliminate 7.25 FTE positions due to loss of revenue and lack of revenue growth. The

Department currently has 4.75 FTE vacancies throughout the organization. 1.0 FTE limited term position will expire on June 30, 2003 since available funding has not been secured.

Recommended funding for the services and supplies accounts have decreased by 24% ($394,139) primarily due to a decrease in available revenue. $189,000 of this reduction is an elimination of funding for two community-based organizations, Life Steps Mill Street and North County Connection, which DAS has supported in prior years. Other reductions include $192,000 in treatment services cuts associated with the decrease in Proposition 36 allocations.

In Fiscal Year 2003-04 Drug and Alcohol Services revenue will decrease by 4%. Revenue losses signify the reduction in service levels in the adult and youth treatment programs and prevention programs. The Department will be impacted by revenue reductions: reduction in Proposition 36 allocation, loss of Drug Court funding, loss of Office of Juvenile Justice Delinquency Prevention grant funding, loss of Federal discretionary dollars, and reduction in Preventive Health Grant funding. In addition to direct revenue losses, much of Drug and Alcohol's revenue has failed to keep pace with expenditures; this lack of growth is in essence the crux of decreases in service levels since the cost of doing business has increased yet the revenue to support it has not.

The Drug and Alcohol Services' budget is financed with Federal, State, and local dollars. The budget includes $137,301 of Tobacco Settlement funds. These funds will be used to pay for maintaining programs that provide addiction services for youth and adults.

The FY 02-03 recommended budget included a reorganization of the fiscal division. The reorganization was successful in improving the quality and accuracy of the data generated from the fiscal division.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To prevent alcohol and other drug problems by providing accessible, high quality training and education services to assist the community in the development of healthy alternatives to substance abuse.

Communitywide Result Link: A Healthy Community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of the County's population reached through a minimum of 12 prevention awareness events.	10%	10%	10%	10% (equates to approx. 25,500 citizens)	10%	10%

What: Number of events and the attendance records will indicate the accessibility and the assistance provided to the community at large. Events include "Safe and Sober Summer" press conference kick-off, Red Ribbon Week events, Winter Holiday DUI Prevention media campaigns, Community Forums on Binge Drinking Prevention, etc.

Why: Consistency and continuity of prevention messages over time is a "best practice", which means it is an activity supported by research and shown to result in consistently positive outcomes.

How are you doing? Our community-based prevention activities have increased our collaborative partnerships with county schools, local community youth task forces, citizens groups and electronic and print media. More citizens are involved in prevention efforts.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of participants in Drug and Alcohol Services prevention training events who state or demonstrate at least one way that they are able to use what they have learned (ie. skills, knowledge or ability) in the prevention training activity.	95%	100%	100%	100%	100%	100%

What: Department post-test training survey.

Why: Changes in skills, knowledge and/or ability create social environment change which support healthy choices concerning alcohol and other drugs.

How are we doing? Respondents to post-test training surveys indicate that participants feel the information and skills they learn are useful and can be implemented. They are also very satisfied with the quality of the training. Compared to the previous year, attendance for 02-03 has improved from 500 to 600 participants.

Department Goal: To reduce the likelihood of alcohol and other drug problems among high risk populations such as youth, children of alcoholics and families in recovery, by implementing education and skill-building strategies.

Communitywide Result Link: A Healthy Community.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of participants who complete Drug and Alcohol Services' school-based programs and community-based activities who demonstrate a reduction in risk factors (unaware of risks of drug use, low levels of parent/youth communication, truant behavior, problem peer group) and/or an increase in protective factors (good parent/youth communication, high levels of developmental assets, good grades, school/community/youth bonding) resulting in reduced substance abuse.	70% of school program participants. 75% of community participants.	70% of school program participants. 80% of community participants.	75% of school program participants. 80% of community participants.	75% of school program participants. 80% of community participants.	80% of school program participants. 80% of community participants.	80% of school program participants. 80% of community participants.

What: Participants will demonstrate (as measured by focus group outcomes) improved problem solving skills, family environment, school grades, community/family bonding, choice of peer group and reduced or eliminated drug use.

Why: Research by Hawkins/Catalano demonstrates that decreases in standardized risk factors or increases in standardized protective factors results in reduced risk of substance abuse.

How are we doing? On average, we continue to serve about 300 students in our school programs and 2,500 in our community based programs. The rate of successful risk reduction among community-based program participants has been consistently maintained at 80%. Outcomes for school-based programs have also improved from 75% to 80%.

Department Goal: Reduce alcohol and other drug related problems among program participants by efficiently providing high quality, intensive treatment services to community members desiring recovery from the abuse of alcohol and/or other drugs through accessible regional clinics.

Communitywide Result Link: A Healthy Community.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03/04 Target
Percentage of clients who successfully complete treatment services who demonstrate an increased ability to stay out of trouble and a decrease in alcohol and drug use.	New Measure	45%	45%	>45%	65%	70%

What: The Addiction Severity Index (ASI) is used to measure improvement in seven life domains: medical, employment/education, alcohol, drug use, legal status, family/social, and psychiatric. Changes in scores over time demonstrate an impact of treatment and its subsequent impact on behavior. Results are also documented in the monthly CA Alcohol and Drug Data System (CADDS) completed by the Department. These data retrieval systems represent the "state-of-the-art" in determining outcome accountability among treatment facilities in California.

Why: Successful recovery involves positive lifestyle changes.

How are we doing? Treatment re-design efforts have resulted in dramatically improved outcome scores for participants. Addiction Severity Index scores have been documented for treatment program participants and post program scores demonstrate an improved success rate of 65% during 02-03. The national average is 35%. Over 300 adult treatment clients are improving their lives, reducing alcohol and other drug problems, improving family relations and successfully finding employment during FY 02-03.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of treatment clients who state at least one way that they are able to use what they have learned to improve the quality/ stability of their life as measured by the client satisfaction survey.	100% of approximately 300 program participants.	100% of approximately 300 program participants.	100%	100% of approximately 300 program participants.	100%	100%

What: The department's client satisfaction survey is used to measure program satisfaction within our high quality treatment programs.

Why: Our goal is to facilitate behavioral changes towards improvement in the client's life.

How are we doing? 100% of 300 treatment participants can state at least one way that they are able to use what they have learned to improve the quality/stability of their life. The satisfaction surveys also demonstrates that program participants satisfied with our services.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of participants in the Non-Violent Drug Offender Program (Prop 36) enrolled in a treatment program within two weeks of sentencing from the courts.	N/A*	New Measure	60%	85%	85%	85%

What: Measures rate which program participants can transition from court hearing to assessment and admission into treatment.

Why: Shortening the time between court hearing and treatment admission greatly improves participant compliance and retention.

How are we doing? Intensive coordination of effort between Prop 36 stakeholders has resulted in speedy and efficient court hearings, referrals and admissions into drug treatment programs. Continued coordination among stakeholders and awareness of the seriousness of the program among participants has continued to improve quick access to treatment. Statewide, close to 60% of court referrals of eligible participants access treatment within a two week time window.

* Program not implemented until July 2001.

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of program participants who complete their Non Violent Drug Offender Program (Prop 36) and do not re-offend during the year following completion of their treatment program.	N/A*	New Measure	N/A	50%	> 50%	60%

What: Measures long term impact of treatment.

Why: Treating first time drug offenders rather than incarcerating them reduces social costs and improves the quality of life for program participants as well as the community in which they live.

How are we doing? The Prop 36 program began in July, 2001, and currently has 337 participants with 20 individuals having completed their year in treatment and successfully graduated from the program (as of December, 2002). Determination of recidivism rates begins when participants complete 12 months of treatment. So far none of these individuals have re-offended. Re-offense rates for those receiving services in 01-02 will be reported in 02-03 which represents one year post program. The target set for FY 02-03 (50% recidivism) represents the results expected for the program statewide. The target for FY O3/O4 increases the rate to 60% who will not re-offend although the statewide expectation is still 50%.

* Program not implemented until July 2001.

8. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of 11th grade high school students who report binge drinking in past 30 days.	33% (1999 survey results)	New Measure	33%	< 33%	16% (2002 survey results)	15%

What: In FY 00-01 rates of binge drinking (33%) among SLO youth was greater than the CA state average and equivalent to national averages, as reported in the "Monitoring the Future" national survey and a local survey conducted in 1999 countywide. This is a serious problem, and current prevention efforts are focused at reducing these rates.

Why: Binge drinking is a measure of high risk behavior which prevention and intervention programs attempt to reduce.

How are we doing? Working in partnership with schools and community coalitions, a county-wide survey conducted in 2002 showed a dramatic decrease in reported rates of teen binge drinking as reported in bi-annual CA Healthy Kids school surveys. Rates of teen binge drinking in SLO County are lower than the state average of 26% for 11th graders.

9. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of time therapists meet department case load standards.	New Measure	New Measure	80%	90%	90%	90%

What: The department has set standards that require therapists engaged in adult treatment to spend 80% of their time providing direct services to clients. This equates to four weekly groups of four to eight participants per group. These standards help to insure rapid and efficient access to treatment and elimination of wait lists.

Why: This caseload insures a client/staff ratio that balances individualized quality attention with the need to provide services to all who seek recovery. Providing service to groups is far more efficient than providing individual treatment.

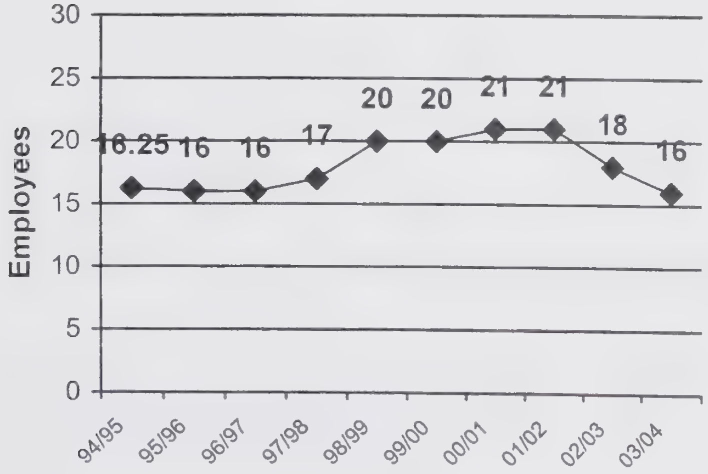
How are we doing? The department continues to implement Tasks and Standards that make clear professional expectations which staff have successfully met. These standards are comparable with those maintained by other county substance abuse treatment facilities.

MISSION STATEMENT

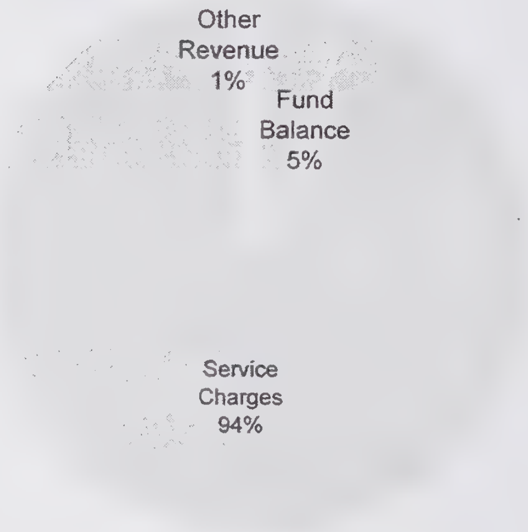
Drug and Alcohol promotes safe, healthy, responsible, and informed choices concerning alcohol and other drugs through programs responsive to community needs.

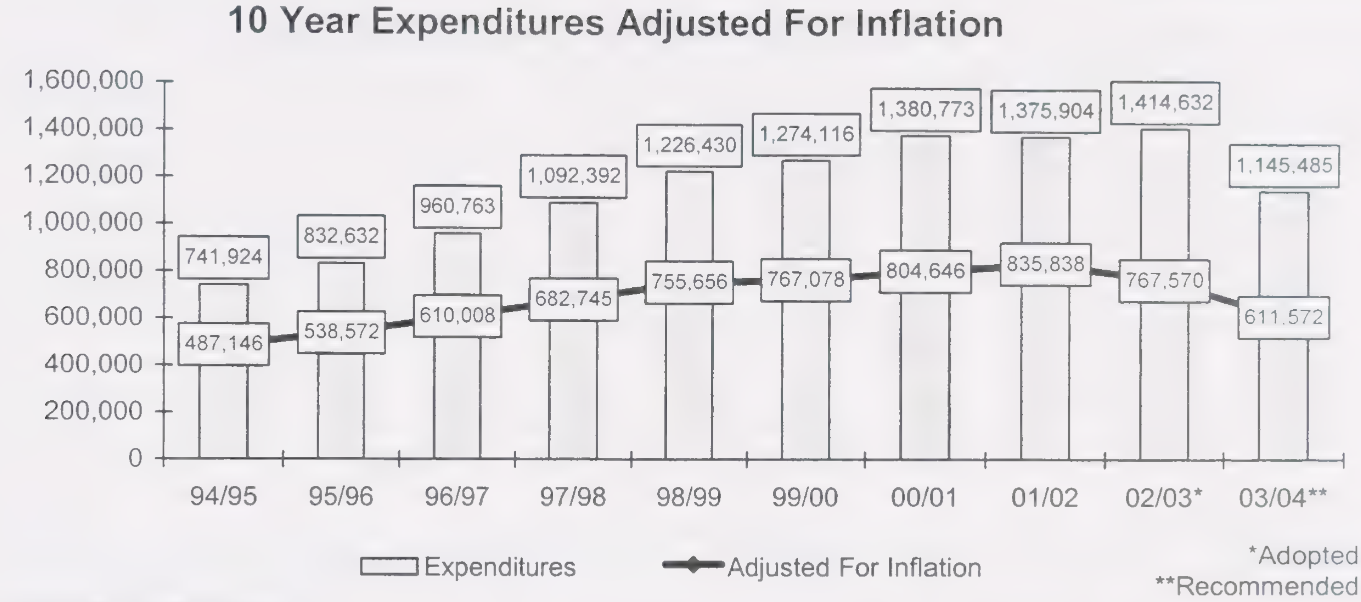
Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 938,052	$ 855,489	$ 787,276	$ 787,276	$ 787,276
Services and Supplies	409,872	316,184	358,209	358,209	358,209
Other Charges	27,980	0	0	0	0
Fixed Assets	0	7,454	0	0	0
Gross Expenditures	$ 1,375,904	$ 1,179,127	$ 1,145,485	$ 1,145,485	$ 1,145,485
Contingencies	$ 0	$ 0	$ 44,468	$ 44,468	$ 22,468
New Reserves	0	0	30,000	30,000	20,000
Total Financing Requirements	$ 1,375,904	$ 1,179,127	$ 1,219,953	$ 1,219,953	$ 1,187,953
Revenues	$ 1,391,589	$ 1,106,606	$ 1,148,532	$ 1,148,532	$ 1,148,532
Fund Balance Available	30,170	33,513	66,421	66,421	(6,100)
Cancelled Reserves	0	20,565	5,000	5,000	45,521
Total Financing Sources	$ 1,421,759	$ 1,160,684	$ 1,219,953	$ 1,219,953	$ 1,187,953

Number of Employees
(Full Time Equivalent)



Source of Funds





SERVICE PROGRAMS

Deferred Entry of Judgement (DEJ)

The DEJ program is a service provided by the San Luis Obispo County Drug and Alcohol Services to help people remove criminal charges for first offense with illegal substances. Successful completion will remove first offense drug charges from a person's public legal record. In the process, the client will be exposed to education and counseling designed to help clients make positive lifestyle changes. Funds are derived from client revenue.

Total Expenditures:____ Total Staffing (FTE): 0.0*

* Moved into Budget Unit 3075

First Offender Program

The program is four months long and is a continuing series of education, group, and individual sessions that increase the level of awareness regarding problem drinking or alcoholism, and which will encourage participants to take responsibility for their own recovery. The Extended First Offender Program, for persons who have been convicted of a first drinking driver offense and have a blood alcohol level of .20% or higher, is six months long and is a continuing series of education, group, and individual sessions. Funds are derived from client revenue.

Total Expenditures: $553,911 Total Staffing (FTE): 7.75

Second Chance Program

This is an eighteen month intervention program for multiple offender drinking drivers. This program consists of group and individual counseling and education. There are 26 biweekly individual and 26 biweekly group sessions for the first 12 months, with six months of case management to follow. Funds are derived from client revenue.

Total Expenditures: $489,689 Total Staffing (FTE): 6.75

Support to Drug and Alcohol Services

Staff time that includes services for clerical support and general outpatient services.

Total Expenditures: $10,000 Total Staffing (FTE): .25

Young Adult Programs

There are two programs for Young Adults (YAP) whose age is from 18 through 20 and who have a DUI offense with a Blood Alcohol Level of .01 or higher, or who refuse testing. YAP1 participants complete a course with six educational sessions, and required Alcoholics Anonymous (AA) sessions. The YAP2 Program is comprised of 10 educational sessions, three individual meetings, five group counseling sessions and AA attendance. Funds are derived from client revenue.

Total Expenditures: $72,430 Total Staffing (FTE): 1.0

Wet Reckless Program

An abbreviated 12-hour program that includes six education classes, two individual sessions and five AA or self-help meetings. Funds are derived from client revenue.

Total Expenditures: $19,455 Total Staffing (FTE): .25

DEPARTMENT COMMENTS

San Luis Obispo County is one of the California counties to conduct Drinking Driver Programs (DDP) and we have been doing so, successfully, for more than two decades. The Drinking Driver Program is unique in that it is funded solely by client revenue and receives no county General Fund support.

BU 4040's General Fund Support and Status Quo Budgets are the same. Changes to the General Fund Support Budget include an overall reduction in revenue as well as expenditures. The Drinking Driver Program budget consists of operating expenditures of $1,145,485 with contingencies/designations of $74,468. Total financing sources are comprised of operating revenues of $1,148,532 and fund balance available of $66,421.

This program is responsive to local DUI conviction rates, and because there has been a statewide decrease in drinking and driving arrests and convictions, which is also evident in San Luis Obispo County, revenues to support this program have also decreased. It became apparent mid way through the FY 2002-03 year that DDP revenues would be much lower than budgeted. In response to lower revenues, three DDP Specialists were transferred to fill current vacancies in Budget Unit 3075 and an additional Administrative Assistant was laid off. The reduction in workforce equates to a savings of $100K in FY 2002-03 and an annual estimated savings of $200K. The savings associated with these actions will benefit DDP for the remainder of FY 2002-03 year, and the full year savings carry forward into FY 2003-04. No further staff reductions are anticipated in FY 2003-04 other than the four that took place mid year FY 2002-03.

To address the loss of the three Specialists, an effort is being made to combine groups, increase their capacity and add the additional case management responsibilities to the remaining DDP Specialists. These cost savings efforts also increase program efficiencies and are reflected in articulated outcome measures that identify expected caseloads for each program Specialist. However, these staffing reductions will also mean possible exposure to audit findings, decrease fee compliance, and other quality assurance reductions. Further efficiency efforts have focused at standardizing curricula delivery and intake information through the use of technology, such as power point presentations. The Deferred Entry Judgement (DEJ) program for drug offenders has been consolidated into BU 3075 to make it more consistent with the treatment/recovery model demonstrated with Proposition 36 (Substance Abuse and Crime Prevention Act) program objectives. We anticipate improvement in client outcomes for DEJ program participants with this alignment.

Drug and Alcohol Services has a twenty-year history of managing Drinking Driver Programs for first time and multiple offenders as well as specially designed programs for young adults, Spanish-speakers and “wet reckless” offenders. The programs enroll about 1,500 participants per year, and for many this is their first opportunity to access substance abuse treatment and recovery resources. Client satisfaction surveys of program participants continue to rate highly the quality and outcomes of drinking driver services, with over 85% rating DDP programs “above satisfactory” or “excellent”. For participants who do engage in the intensive 4, 6, and 18 month programs, significant healthy lifestyle changes are adopted which are maintained over time, and re-offense rates for program graduates are lower than average state benchmarks.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall expenses for Drinking Driver Program have decreased by 6% compared to the Fiscal Year 2002-03 Adopted Budget. The decrease is primarily due to labor savings associated with the elimination of 2.0 FTE positions and the shift of 1.0 FTE position into Budget Unit 3075 in Fiscal Year 2002-03. These staffing level adjustments are based on decreased enrollments in most of the Drinking Driver Programs. The enrollments in these programs are related to local Driving Under the Influence (DUI) conviction rates, and because there has been a statewide decrease in drinking and driving arrests and convictions, the program's revenues have also decreased. The staffing reduction related savings will carryover into Fiscal Year 2003-04, although no further staff reductions are anticipated in FY 2003-04. This budget does not have any General Fund support.

The Drinking Driver Program is financed through revenues derived from the collection of client fees. The Drinking Driver Program contingencies are budgeted at $44,000. These funds will be used to fund any prevailing wage adjustments for Fiscal Year 2003-04.

BOARD ADOPTED CHANGES

This fund ended the year with a negative fund balance of $6,100. Given that the estimated fund balance was $66,421 the department had to reduce appropriations and add cancelled reserves by a total of $72,521 to balance the department's budget.

GOALS AND PERFORMANCE MEASURES

Department Goal: To enhance public safety by providing efficient and effective intervention and education to court ordered individuals referred for driving under the influence of alcohol or other drugs.

Communitywide Result Link: A Safe Community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of Drinking Driver Program participants who are re-arrested for DUI in SLO County.	20%	20%	22%	20%	20%	20%

What: Measures recidivism.

Why: Reduction in re-arrested for driving under the influence offenses indicates the effectiveness of the initial program intervention.

How are you doing? The Department continues to maintain a low rate of recidivism among participants who successfully complete the program. For those who are re-arrested, we offer a more intensive Multiple Offender Program which is of longer duration. The national re-arrest average is about 25%.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of participants who rate Drinking Driver Services at the levels of Above Satisfactory or Excellent.	83%	85%	85%	85%	85%	90%

What: Measures client satisfaction with the services provided by the Department to court ordered individuals.

Why: The Client Satisfaction Survey measures the perception of the quality of services received by the client.

How are we doing? All program participants (approximately 1,300 annually) complete a client satisfaction survey. This program is completely funded by participant revenue, and participants are referred by the courts. Despite the fact that participants have to pay for their program, survey results indicate that program participants are extremely satisfied with the services they receive in the Drinking Driver Program.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of time therapists meet department caseload standards.	New Measure	New Measure	90%	95%	93%	95%

What: The department has set standards that require each Drinking Driver Program therapist to maintain five groups with a total of 100 active cases at a time. These standards help to insure rapid and efficient access to court-ordered drinking driver programs.

Why: This caseload keeps our Drinking Driver Program compliant with State standards and insures that clients gain access to services within time limits set by the courts.

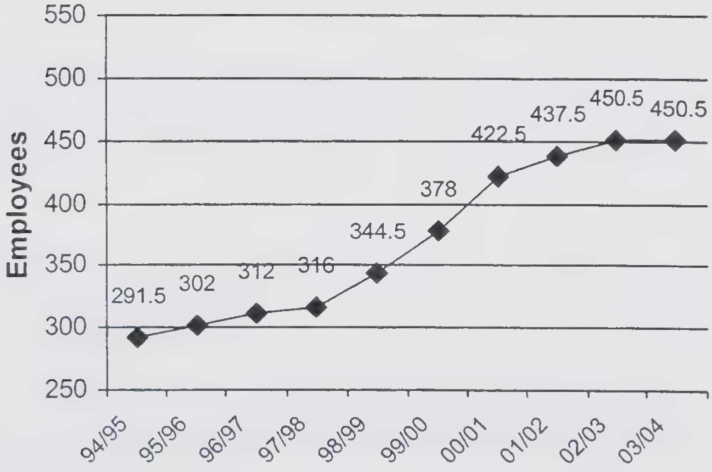
How are we doing? The Department continues to implement Tasks and Standards that make clear professional expectations. These standards are comparable with those maintained by other county substance abuse treatment facilities.

MISSION STATEMENT

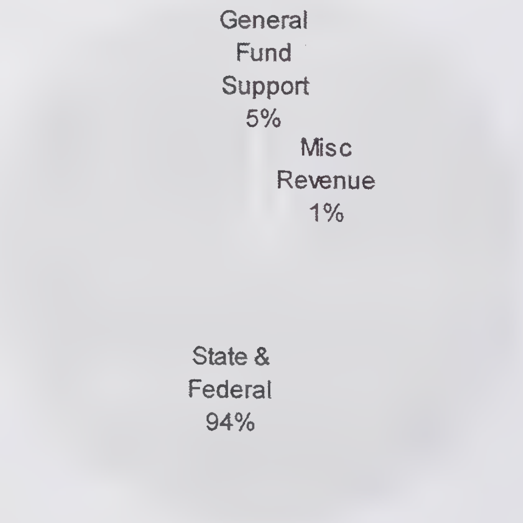
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

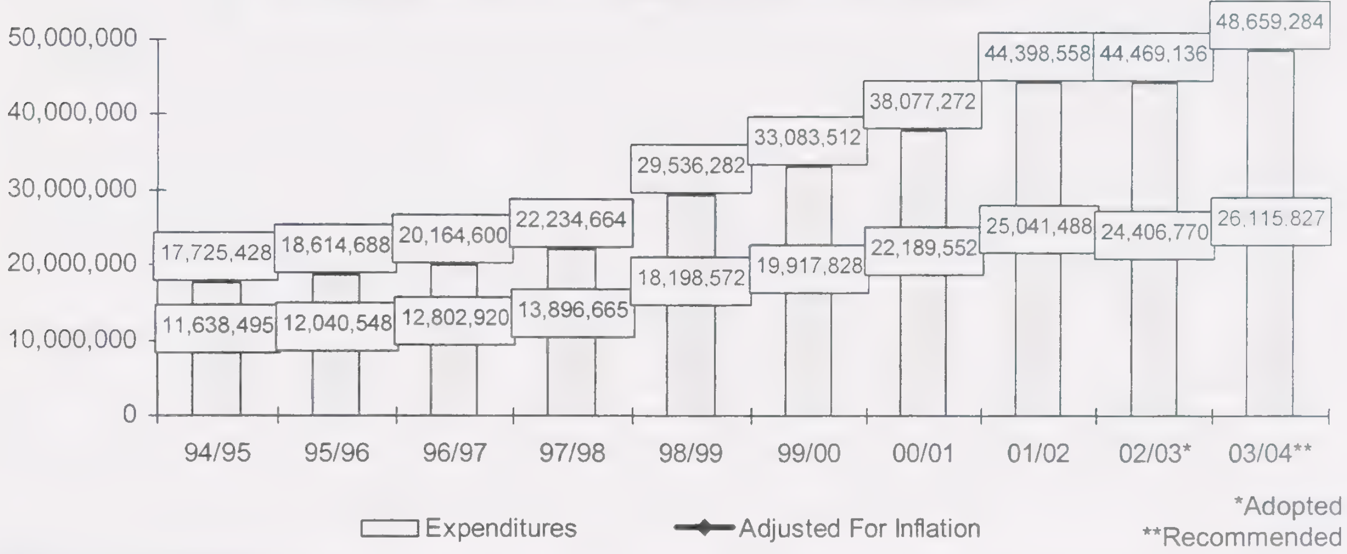
Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 23,949,636	$ 25,010,449	$ 28,018,745	$ 27,994,308	$ 27,994,308
Services and Supplies	12,711,294	11,102,920	13,642,442	13,441,802	13,441,802
Other Charges	7,410,098	5,541,634	6,805,427	6,774,427	6,774,427
Fixed Assets	327,530	266,926	448,747	448,747	448,747
**Gross Expenditures	$ 44,398,558	$ 41,921,929	$ 48,915,361	$ 48,659,284	$ 48,659,284
Less Intrafund Transfers	207,765	275,102	150,000	150,000	150,000
**Net Expenditures	$ 44,190,793	$ 41,646,827	$ 48,765,361	$ 48,509,284	$ 48,509,284
Revenues	41,279,700	38,340,077	45,920,977	45,920,977	45,820,977
General Fund Support (G.F.S.)	$ 2,911,093	$ 3,306,750	$ 2,844,384	$ 2,588,307	$ 2,688,307

Number of Employees
(Full Time Equivalent)



Source of Funds





10 Year Expenditures Adjusted For Inflation

SERVICE PROGRAMS

Adult Services

Adult services includes two major programs: Adult Protective Services and In-Home Supportive Services. The Adult Protective Services Program protects dependent adults and seniors. It investigates allegations of abuse, intervening when necessary, and provides community education. The In-Home Support Services Program provides personal and domestic services that enable the dependent adults to remain safely in their home.

Total Expenditures: $4,379,446 Total Staffing (FTE): 38.50

CalWORKs

The purpose of CalWORKs is to provide temporary cash assistance to needy families and welfare-to-work employment training programs. Participants are required to participate in certain activities to work toward self-sufficiency and are required to work a certain number of hours.

Total Expenditures: $18,419,525 Total Staffing (FTE): 164.00

Child Welfare Services

In collaboration with other departments, agencies, and the community, the Child Welfare Services program provides services to strengthen families and reduce the incidence of child abuse and neglect. Staff investigates allegations of abuse or neglect and works with families in developing plans to ensure the safety of children. When necessary, children are removed from the home and placed in foster care while plans for reunification are pursued and implemented. When reunification is not feasible, children are found permanent homes through adoption or guardianship.

Total Expenditures: $7,296,511 Total Staffing (FTE): 88.00

County Only Programs

The eligibility and administrative costs of the General Assistance Program, which provides public assistance of last resort to indigent county residents. This program is for persons who are otherwise ineligible for Federal, State or other community aid programs.

Total Expenditures: $234,397 Total Staffing (FTE): 2.00

Food Stamps

Provides food stamps to low income households.

Total Expenditures: $4,848,160 Total Staffing (FTE): 44.00

Medi-Cal

Provides financial assistance for health care including medical and social services, devices and prescription drugs for eligible people.

Total Expenditures: $8,770,326 Total Staffing (FTE): 83.50

Other Programs

Includes other programs provided by the Department primarily for Children's Services, but also for foster care eligibility and services, food stamp employment and training, and family preservation services.

Total Expenditures: $4,560,919 Total Staffing (FTE): 30.50

DEPARTMENT COMMENTS

Goal #1: **To provide for the safety of disabled adults and seniors who are at risk of abuse or neglect.**

Goal #2: **To meet basic in-home needs of seniors and the disabled to reduce the incidence and cost of unnecessary long-term care placement.**

In the current year, the Department completed establishment of the In Home Supportive Services (IHSS) Public Authority, including the seating of the Governing Board, the recruitment and hiring of an Executive Director, the establishment of an initial rate and the development of an Employee/Employer Relations Policy. This enabled us to meet the statutory deadlines and to prepare for the next steps in this evolving process.

It is our hope that the implementation of the IHSS Public Authority, the establishment of an IHSS registry and the provision of training will further reduce the incidence of abuse of the elderly and dependent adult population.

In order to measure our effectiveness in linking resources with the identified need for services, the Department monitors the percentage of domestic and/or personal care hours provided to eligible seniors and the disabled in proportion to hours authorized. To the extent that we are able to narrow the gap between the identified need and the resources we muster to meet that need, we improve the health, mental health, and longevity of our client population.

It is expected that implementation of the IHSS Public Authority, with its attendant changes in the Provider Registry and provider training, will assist in narrowing the gap and improving services.

Goal #3: **To maximize the number of CalWORKS participants moving toward self-sufficiency.**

The CalWORKS caseload continues to decline, although we have seen some "flattening" of the rate of decline. After reductions of 17% and 10% in the prior two fiscal years, the caseload is currently only 6.5% below last year's levels. Two key factors—the economy and the State Budget--will affect the Department's ability to maintain this decline, although the Department has little control over either of these factors.

The Department continues to exceed the Federal Performance standards in CalWORKS, and continues to excel at providing supportive services that keep families free of dependency once they've left public assistance.

Our first performance measure tracks the dollar amount of cash assistance reductions due to increased earnings, while the second measure monitors the percentage of clients who remain free of aid within one year of leaving CalWORKS. We have reduced the target for the first measure, reflecting the declining caseload as well as the difficulties faced by the Department in serving those families still receiving assistance.

Goal #4: **To provide for the safety and stability of children who are at risk of abuse or neglect.**

In collaboration with other departments, agencies and the community, the Child Welfare Services program provides services to strengthen families and reduce the incidence of child abuse and neglect. Staff investigates allegations of abuse or neglect and works with families in developing plans to ensure the safety of children. When necessary, children are removed from their home and placed in foster care while plans for reunification are pursued and implemented. When reunification is not feasible, children are found permanent homes through adoption and guardianship.

The Department continues its efforts toward restructuring the approach to CWS. By focusing intensive efforts in cooperation with families, the community and our partners, we keep families together and minimize disruption to their lives. In the current year, we regionalized caseloads in order to be more responsive to the County's communities; we were awarded a grant to commence activities toward improving the Linkages between Child Welfare and CalWORKS, and we established the Standing Review Panel that reviews Departmental decisions. To date, all Departmental decisions challenged through the Panel process have been upheld. The State conducted a review of our CWS program and determined that we were in full compliance in key areas of ensuring children's health and responding to reports of abuse and neglect.

During the budget year, we will continue implementation of our Family to Family initiative as well as the Linkages program. These two new approaches to Child Welfare will reduce out-of-home placement, engage parents and foster parents in helping decide the best course for children and help coordinate the resources needed to keep families self-sufficient and healthy.

Goal #5: To improve the food purchasing power of low-income families, and
Goal #6: To improve the access to health care of children and adults who have inadequate or no health insurance.

The Nonassistance Food Stamp program has increased by 2.5% from last year's level, while the MediCal program has increased by over 32%. In calendar year 2001, the MediCal program paid nearly $80 million to medical providers on behalf of eligible County residents.

In the current year we are implementing the Electronic Benefit Transfer (EBT) system. Rather than being issued the familiar Food Stamp coupons, participants will receive a plastic "debit" card that may be used at participating markets. Similarly, those who receive cash benefits will be able to utilize these cards to retrieve their benefits through various financial institutions and other sites.

Also in the current year, the State Department of Health conducted a review of the County's MediCal case processing standards and concluded that our performance was "Outstanding."

We look forward to working with the Board, the community we serve and our partners in addressing the challenges of providing effective public service in the context of so much uncertainty.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall expenses for the Department of Social Services have increased by 9% compared to the Fiscal Year 2002-03 Adopted Budget. In recent years, Social Services has experienced tremendous growth in both staffing and other resources. Although much uncertainty exists relative to the impacts of the State's continued budgetary problems, there is a consensus that the growth in health and human service programs is not sustainable.

In Fiscal Year 2002-03 the Department experienced budgetary shortfalls associated with the stagnant economy and actual budget cuts imposed by the Governor and the Legislature. The Department managed to maintain their goals and objectives by implementing a number of cost saving measures: voluntarily froze hiring, postponed purchases, reduced or terminated contracts and curtailed travel and other expenses as means of addressing a shortfall in anticipated revenue.

Recommended funding for Department of Social Services' salaries and benefits have increased by 10% primarily due to prevailing wage adjustments for Fiscal Year 2002-03. 20.0 FTE limited term positions that would have expired on June 30, 2003 are recommended for extension through June 30, 2004 since available funding has been extended. The recommended budget maintains the current number of positions.

Recommended funding for the services and supplies accounts have increased by 7% ($913,348). The primary reasons for this increase are the purchase of CalWIN computers needed for CalWIN implementation, costs associated with In Home Supportive Services (IHSS) Public Authority, and costs associated with moving the South County offices into a new space. The recommended budget transfers an additional $100,000 of realignment revenue to the Mental Health budget. This transfer is the result of increasing mental health costs and a continued lack of growth in Mental Health realignment revenue. Counties have the authority to transfer up to 10% between realignment funds, this transfer represents a transfer of less than 2% of the total Social Services realignment revenue.

Overall expenses for the fixed assets accounts have increased by 434% ($364,747) compared to the Fiscal Year 2002-03 Adopted Budget. The primary reason for this increase is the purchase of CalWIN network equipment needed for CalWIN implementation. In FY 02-03 the Department had $84,000 allocated in the budget to purchase four replacement vehicles and three replacement copiers, although as a cost saving measure they were not purchased. In the FY 03-04 budget, the Department has again included funds to purchase four replacement vehicles and three replacement copiers.

As the upcoming fiscal year approaches, the Department of Social Services finds itself on the verge of major system changes. Key to the Department's strategy in the budget year is preparing for these major changes that include:

- CalWIN- The Department continues its consortium-based effort to implement this automation change that will completely overhaul the fashion in which participants' eligibility for public assistance will be determined and maintained.
- CWS Systems Change -The Department continues to implement changes to the Child Welfare Services delivery system that include continuing roll-out of the Family to Family Initiative and the Linkages program.
- Uncertainty in Sacramento and Washington D.C. - The Governor's FY 03-04 proposed budget, with its proposal for Realignment #2, provokes more questions than it answers. If passed as presented, the budget would provide for status quo funding for Social Services, despite its many curious provisions. Similarly, budget decisions made in Washington may impact the level of resources available to the State. The Department has built their current budget on the assumption that they will, in fact, be in a status quo environment.

These uncertainties notwithstanding, the Department intends to meet its goals and performance measures.

The Department of Social Services budget is financed with Federal, State, and local dollars. The County's local share is financed with realignment revenue ($1,986,485) and General Fund dollars ($2,588,307). The portion of the budget that is funded with General Fund money has decreased by 8%, primarily due to cost savings implemented by the Department in Fiscal Year 2002-03.

BOARD ADOPTED CHANGES

The Supplemental Budget document recommended, and the Board of Supervisors approved, the following adjustments to the Department of Social Services FY 03-04 budget:

- Increase Budget Unit 3200's level of General Fund Support by $100,000.

GOALS AND PERFORMANCE MEASURES

Department Goal: To provide for the safety of disabled adults and seniors who are at risk of abuse or neglect.

Community wide Result Link: A Safe Community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of all disabled adults and seniors who were victims of substantiated abuse or neglect and did not have another substantiated report within a 12-month period.	95%	90%	94%	95%	95%	95%

What: This performance measure demonstrates the extent to which initial interventions by Social Services were effective.

Why: This performance measure reflects effectiveness of initial services and quality of assessment.

How are we doing? It is our commitment to provide case management which is long term and intensive in scope to prevent repeat of abuse to disabled adults and seniors. The staff at Adult Services has not experienced any turnover and therefore remains stable and functioning at pre-hiring freeze levels. Initial interventions have been effective in reducing risk to the elderly and disabled. Should the program experience turnover and consequently vacancies, we may need to revisit this target.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Caseloads per worker for In-Home Supportive Services and Adult Protective Services (includes supervisors).	New Measure	New Measure	68	68	68	68

What: This performance measure tracks the number of cases per worker in the Adult Services Division.

Why: The Department tries to strike a careful balance between efficiency and effectiveness; caseloads that are too high jeopardize the ability to serve the elderly and disabled, while caseloads that are too low would demonstrate inefficient deployment of limited resources.

How are we doing? We are optimistically hoping we can maintain the caseloads in the face of diminished funding and the hiring freeze implemented by the Department in May, 2002. There is very little staff turnover in this program. If turnover should occur, we may have to re-visit this target.

Department Goal: To meet basic in-home needs of seniors and the disabled to reduce the incidence and cost of unnecessary long-term care placement.

Community wide Result Link: A Healthy Community.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of domestic and/or personal care hours provided to eligible seniors and the disabled in proportion to hours authorized.	91%	93%	91%	93%	93%	93%

What: This performance measure tracks the extent to which the identified need for services is being met.

Why: This measures the effectiveness of the Department's In-Home Supportive Services service delivery system in addressing the identified service needs of the aged and/or disabled members of our community. Any significant gaps between "authorized" hours and "provided" hours would suggest that individuals' needs are not being met, potentially placing them at medical risk.

How are we doing? The percentage of hours being provided is on target. The average for our comparison counties is 93%. We will be watching these numbers to see if implementation of the Public Authority for IHSS has the expected effect of stabilizing caregiver resources; if this is the case, the percentage of hours provided-to-authorized should begin to increase.

Department Goal: To maximize the number of CalWORKs participants moving toward self-sufficiency.

Community wide Result Link: A Prosperous Community

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
The dollar amount of cash assistance reductions due to increased earnings.	$1,742,646	$1,000,000	$1,311,986	$1,500,000	$1,000,000	$1,000,000

What: This performance measure reflects the total cost reduction per year of cash assistance provided by Social Services to CalWORKs participants due to increased earnings by the participant, and a decrease in their cash assistance.

Why: This is important to track because it indicates the extent to which more participants are working and earning more, leading toward our goal of the participant becoming self-sufficient.

How are we doing? The amount of savings generated from participants leaving cash assistance has dropped in FY 01-02 for the first time since CalWORKs inception. The reasons include: the remaining CalWORKs caseload is more difficult to serve; and the economy is not supporting the entry level positions as significantly as it had in the past, so there are fewer jobs for participants. As a result of the State budget we have imposed a hiring freeze, leading to a decrease in the number of case-carrying staff. Consequently, participants receive less support from their worker.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of clients who remain off aid one year after leaving CalWORKs	98%	90%	98%	98%	98%	98%

What: This performance measure reflects the extent to which CalWORKS participants remain independent of CalWORKS for at least one year after leaving CalWORKs.

Why: This reflects the long-term success of CalWORKs participants and the overall effectiveness of the Department's provision of CalWORKs services. The recidivism rate is a valuable indicator of the program's success.

How are we doing? Historically, when CalWORKs clients have gone off assistance they have remained off for at least one year. In the current economy entry level jobs are less available for our participants and our cases per worker are higher. We are facing a more challenging environment and may ultimately see this percentage increase.

Department Goal: To provide for the safety and stability of children who are at risk of abuse or neglect.

Community wide Result Link: A Safe Community.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of children who were victims of substantiated abuse or neglect and who did not have another substantiated report within a six month period.	Measure re-defined in 01-02	Revised Measure	80%	83%	83%	83%

What: This performance measure demonstrates the extent to which initial interventions by DSS were effective, limiting the incidence of subsequent abuse or neglect.

Why: This is an important performance measure because it measures effectiveness of initial services and quality of assessment. This is one of several new performance measures required by the Federal government pursuant to implementation of the Adoption and Safe Families Act (ASFA).

How are we doing? This measure was redefined in FY 01-02 during the budget process to align more closely with federal outcome measurements. The national standard for this measurement is 93.9%. Both the State and County have work to do to meet this standard. Locally some of the processes we have put in place to raise our performance include: Family to Family, Wrap-around Services, Family Unity Model, Team Decision Making, etc. We have seen a gradual improvement in the outcome. Families are better stabilized and children are safer.

7. Performance Measure	00-01 Actual Results*	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
The number of cases per Social Worker in Child Welfare Services (CWS).	ER - 21 FM – 18 FR - 12 PP - 49	ER - 14 FM – 32 FR - 24 PP - 46	ER – 21 FM – 22 FR – 11 PP – 38	ER - 18 FM – 20 FR - 16 PP - 28	ER – 18 FM – 20 FR - 16 PP - 35	ER – 18 FM – 20 FR – 16 PP - 35

What: This performance measure reflects the workloads of Social Workers in each division of CWS: Emergency Response (ER); Family Maintenance (FM); Family Reunification (FR); and Permanency Placement (PP).

Why: This is an important measure because it reflects the number of cases per Social Worker in our four CWS programs. If the cases per Social Worker are too high, the worker may be overburdened and quality affected. Too low, it may reflect productivity of worker, or cases may be more complex.

How are we doing? Staff vacancies have not been filled since the beginning of FY 02-03 due to the hiring freeze implemented by the Department in May 2002. Consequently caseloads are creeping up in some areas. Strategically over the last 2 years, we have been moving cases toward Permanency Planning for the best interest of the child. The goal is that each child should have a stable, long-term placement, which is the goal of Family Reunification and Permanency Planning.

*Note that FY 00-01 Actuals have been updated from previous reports due to claim adjustments approved by the State.

Department Goal: To improve the food purchasing power of low-income families.

Community wide Result Link: A Healthy Community

8. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number, per thousand population, of people receiving Food Stamps.	25	16	24	24	24	24

What: This performance measure demonstrates the extent to which low-income persons in our community are being provided with Food Stamp benefits.

Why: This measure gauges effectiveness of the Department's outreach services to low-income families who may need assistance in meeting their nutritional needs.

How are we doing? The County is stable at 24 per thousand. In FY 01-02 we exceeded the adopted target as a result of community outreach. The measure has been stable since we started tracking it in FY 00-01. In subsequent fiscal years our target was raised accordingly to accurately reflect the success.

9. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of Food Stamp applications processed in under 30 days.	100%	90%	100%	100%	100%	100%

What: Reflects the timeliness for determined eligibility and the State requirement to process the applications in 30 days.

Why: This measures how long it takes participants to receive Food Stamps after they have requested assistance; it also measures the Department's compliance with State law.

How are we doing? Even though the Department implemented a hiring freeze in May 2002 and have endured the consequent staff shortages, we continue to process 100% of the applications (average of 83 per month) in under 30 days. If the hiring freeze continues and we cannot acquire more staff we will not be able to reach our target.

10. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Average Food Stamps cases per case manager.	90 cases	90cases	79 cases	90 cases	90 cases	90 cases

What: This performance measure reflects the average workload for staff processing Food Stamp applications.

Why: The Department tries to strike a careful balance between efficiency and effectiveness; caseloads that are too high jeopardize the ability to serve the community, while caseloads that are too low would demonstrate inefficient deployment of limited resources.

How are we doing? The State standard is 90 per worker. Actual caseload number fluctuates due to both caseload trends and staff vacancies. In FY 01-02 the number of cases per worker dropped as staff dedicated a significant amount of time to community outreach.

Department Goal: To improve the access to health care of children and adults who have inadequate or no health insurance.

Community wide Result Link: A Healthy Community.

11. Performance Measure	00-01 Actual Results*	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number, per thousand of population, of people receiving Medi-Cal.	91	94	99	100	100	100

What: This performance measure demonstrates the extent to which low-income persons in our community are afforded access to healthcare, in the context of the local economy.

Why: This is an important performance measure because it measures effectiveness of the Department's outreach services to low-income families that may not have access to health care.

How are we doing? Since FY 01-02 this measure has crept up incrementally. The number of people receiving Medi-Cal has been increasing as a result of outreach, but the population has increased as well. From calendar year 2001 to 2002, for example, the average number of individuals receiving Medi-Cal benefits in San Luis Obispo County increased from 24,026/month to 25,352/month, an increase of nearly 6%.

This measure may need to be revisited if, as expected, outreach efforts are no longer funded in our State allocation. Similarly, new rules may require quarterly reapplication for Medi-Cal. Finally, if the reimbursement rates to providers are reduced, there may be an even further reduction of available providers – diminishing an already scarce pool. If fewer providers are available, fewer individuals may make the effort to remain on the Medi-Cal eligible list.

*Note that FY 00-01 Actuals have been updated due to more recent information made available by the State of California.

12. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of Medi-Cal applications processed within 30 days.	61%	67%	57%	65%	59%	59%

What: Reflects the relative speed with which the Department processes Medi-Cal benefits.

Why: The Department is committed to processing Medi-Cal applications as quickly as possible. While the State standard is to complete applications within 45 days, our Department has set 30 days as the target. We set our target to a higher standard than the State because we are committed to providing services in timely manner.

How are we doing? The target of 67% in FY 01-02 for processing applications within 30 days was unattainable, as the average caseload per worker increased by 21%. The current year's hiring freeze will keep the Department from reaching its target for the second consecutive year. This is the measure that shows the impact of the State budget; it is taking longer to approve Medi-Cal cases.

13. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Average Medi-Cal cases per case manager (reflects average of the intake and continuing caseloads).	184 cases	176 cases	223 cases	177 cases	220 cases	250 cases

What: Caseload size is a benchmark of efficiency and effectiveness.

Why: The Department tries to strike a careful balance between efficiency and effectiveness; caseloads that are too high jeopardize the ability to serve the medically needy, while caseloads that are too low would demonstrate inefficient deployment of limited resources.

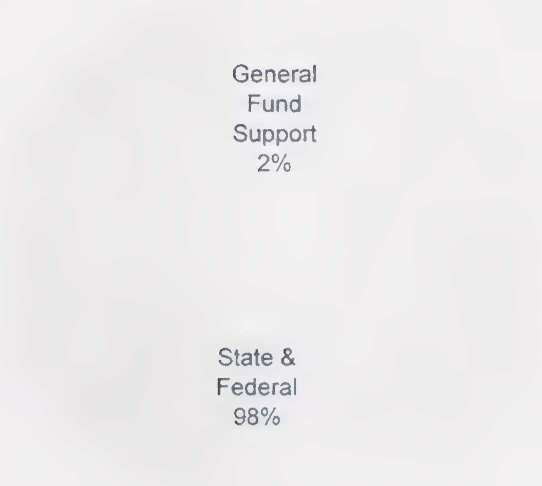
How are we doing? Caseload per worker numbers fluctuate due to both caseload trends and staff vacancies. This caseload saw unprecedented growth in FY 01-02, and was exacerbated by staff shortages and turnover. At the beginning of FY 2002-2003 we imposed a hiring freeze, creating ongoing staff shortages. The combination of the expanded caseload numbers and staff shortages has led to a very high number of cases per worker. We have tentatively set a target for FY 03-04 which is higher than optimum. This target clearly reflects the impact of the State budget shortage – the targets are too high. Caseloads are significantly above target the first quarter of FY 02-03.

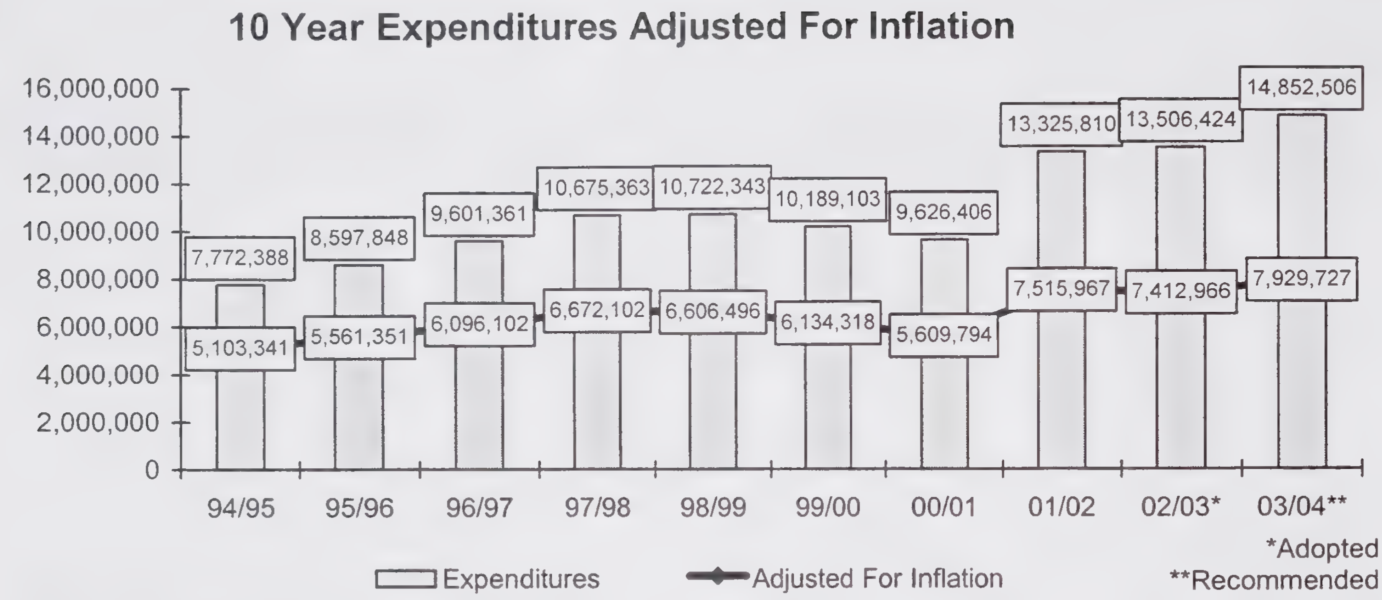
MISSION STATEMENT

We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	897,109	0	0	0	0
Other Charges	11,428,701	13,171,946	14,852,506	14,852,506	14,852,506
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 12,325,810	$ 13,171,946	$ 14,852,506	$ 14,852,506	$ 14,852,506
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 12,325,810	$ 13,171,946	$ 14,852,506	$ 14,852,506	$ 14,852,506
Revenues	10,796,334	12,124,195	14,120,505	14,120,505	14,120,505
General Fund Support (G.F.S.)	$ 1,529,476	$ 1,047,751	$ 732,001	$ 732,001	$ 732,001

Source of Funds





SERVICE PROGRAMS

Foster Care-Social Services

To provide foster care for children who enter the foster care system through the Social Services Department. These dependent children are placed in foster care as a result of abuse or neglect.

Total Expenditures: $13,062,165 Total FTE: 0.0*

*Staffing is reflected in Budget Unit 3200 - Department of Social Services

Foster Care - Probation

To provide foster care for children who enter the foster care system through the Probation Department. Probation children are placed in foster care as a result of criminal charges.

Total Expenditures: $1,790,341 Total FTE: 0.0*

*Staffing is reflected in Budget Unit 3200 - Department of Social Services

DEPARTMENT COMMENTS

Foster Care (Social Services) is the system of shelter homes for children who are at risk of abuse or neglect and cannot remain in their own homes. Foster Care (Probation) provides similar shelter services for children who have been placed outside of their own home as a result of criminal charges, typically because the parent is unable to provide the necessary supervision to control the minor. The Adoption Assistance Program provides ongoing support to families who have adopted children. The Wraparound Services Program provides a comprehensive scope of services to families in order to avoid placement of one or more children in out-of-home care.

In preparing the budget for this unit, we established a single clear goal, to wit:

Goal #1: **To reduce placement of children in group homes or institutions.**

We provide services to reduce the need for placement of any kind through intensive in-home services and community links, but when removal of the child is absolutely unavoidable, it is our goal to place the child in the least restrictive setting. To that end, and in accordance with new Federal guidelines, we established a performance measure in the current year that sought to place children age 12 and younger in foster family homes at least 90% of the time. In fact, we have succeeded in meeting this target at a rate of 98%, and propose to continue that target into the budget year.

Foster Care expenditures are trending upward, due largely to new Federal requirements that we license relatives' homes in the same way that we license other foster family homes. These relatives have a foster care rate established for their home and are paid that monthly rate when they take care of their grandchildren, or nieces and nephews, or other children to whom they are related. These are low cost foster homes, but they are increasing the foster care caseload.

Adoptions Assistance expenditures, predictably, have grown as we move toward permanent solutions for children unable to return to their homes. These expenditures have risen 31% in the current year, and are projected to continue their increase.

The Department continues on its mission to overhaul the Foster Care program. We are changing our approach to Foster Care, limiting the incidence of placement, the frequency of multiple placements and the length-of-stay. We have assumed the leadership role in California in our drive to reduce Group Home placements, a move that not only will save millions of taxpayers' funds in the short term, but will help children and families for generations.

The net result of changes within this budget is an increase in total projected expenditures of 9.9% over the current year's adjusted budget. There is no net change to the Net County Cost.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall expenses for Foster Care have increased 9% compared to the Fiscal Year 2002-03 Adopted Budget. The overall expenditure increases are a result of increased caseloads projected to be 4% in Foster Care and 12% in Adoptions. Foster Care caseloads have grown from a monthly average of 319 in Fiscal Year 2000-01 to 350 in Fiscal Year 2001-02 to 358 in Fiscal Year 2002-03.

The Foster Care program has seen rising costs, though the cost-per-placement is declining. This is a reversal of last year's trend, attributable to two key factors:

- New Federal guidelines require relatives' homes to be licensed in the same fashion as "strangers'" homes. What formerly were informal arrangements now are formalized foster care placements, with children being placed in "licensed" homes with an approved foster care rate. This increases the foster care caseload, but at a comparatively low cost-per-case.
- The Department continues its efforts to return children from Group Home placements to foster family or, whenever possible, birth family placements.

The Adoptions Assistance Program continues to increase in both caseload and cost. Current year expenditures in this program are estimated to be 31% higher than the previous year. At all levels of government, there has been an increased focus on establishing "permanency" for children who, in the past, have long languished in foster care. When the primary goal of reunifying children with their parents is not attainable, the second choice typically is adoption. An increase in adoptions—with the associated increase in Adoption Assistance expenditures—is seen as representing positive outcomes for children.

The Wraparound Services program has been an unqualified success both Statewide and in San Luis Obispo County. This program is available to prevent high-risk children who are in imminent possibility of high-level Foster Care placement, to obtain intensive services while still being kept in their home. The program provides services to ensure the least restrictive placement and, whenever possible, the ongoing maintenance of a family that might otherwise be divided by the out-of-home placement of one or more children.

The Foster Care budget is financed with Federal, State, and local dollars. The County's local share is financed with realignment revenue ($4,079,059) and General Fund dollars ($732,001). The portion of the budget funded with General Fund money has remained at the same level as the Fiscal Year 2002-03 Adopted Budget. Although, the Department realignment revenue from sales tax allocated to this budget to offset the County share of cost has increased by $346,529. The overall revenue increases are a result of increased State and Federal revenue associated with expenditures in the Foster Care, Adoptions, and Wraparound Services programs.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To reduce placement of youth in group homes or institutions.

Communitywide Result Link: A Safe Community and A Livable Community

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of minors on probation that can remain safely in their homes due to successful intervention by the Probation Department.	New Measure	95%	95%	95%	95%	95%

Probation Measurement

What: This measure tracks the number of minors on probation that can remain safely in their homes, as opposed to costly group homes or institutions.

Why: This measure shows the success of our efforts relative to effectively intervening with youth on probation.

How are we doing? Of the 713 youth on probation, only 39 or 5% have been placed in foster care.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of children who left foster care due to reunification, adoption or legal guardianship during the last 12 months.	No data	New Measure	78% New Measure	65%	65%	65%

What: This measure tracks the percentage of children who leave foster care under circumstances that imply a "positive outcome", as opposed to those who leave because they have "aged out" of the system.

Why: This measure demonstrates the extent of the Department's success at "early intervention" and permanence for children placed out-of-home. It is one of several new performance measures required by the Federal government pursuant to implementation of the Adoption and Safe Families Act (ASFA).

How are we doing? With 01-02 budget process, this measure was created to align with the State and Federal outcome measurements. A philosophical shift has been made to place children where they can either remain long term or be re-united with their birth parents. The decrease in the percentage of this measure may be attributed to the imposed hiring freeze and higher than optimum cases per social worker.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of DSS placements of children age 12 and younger in foster family homes, rather than group homes.	No data	New Measure	New measure	90%	98%	98%

What: This performance measure tells us how we're doing in our goal of placing young children in the least restrictive environment possible.

Why: We strive to place children in foster homes rather than group homes so that children may remain in family settings within their own neighborhoods and in attendance at the same schools. This measure is one of several new performance measures required by the Federal government pursuant to implementation of the Adoption and Safe Families Act (ASFA).

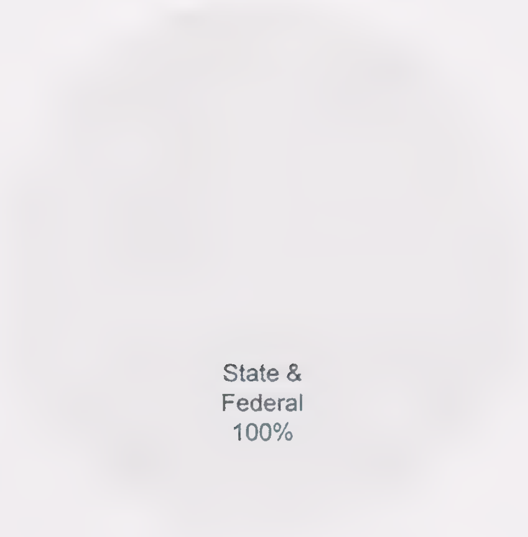
How are we doing? The Department has launched new initiatives to reduce the dependence on group homes, including publication and distribution of "Quitting Group Homes: The Case for Going Cold Turkey" and the ongoing implementation of Family 2 Family (2002). This measure was revised in FY 01-02 during the budget process to align with ASFA performance standards. This measure reflects our strong commitment to placing children in the lowest level care possible – the less institutional the better. Studies have shown that the more home-like the placement, the better the children do.

MISSION STATEMENT

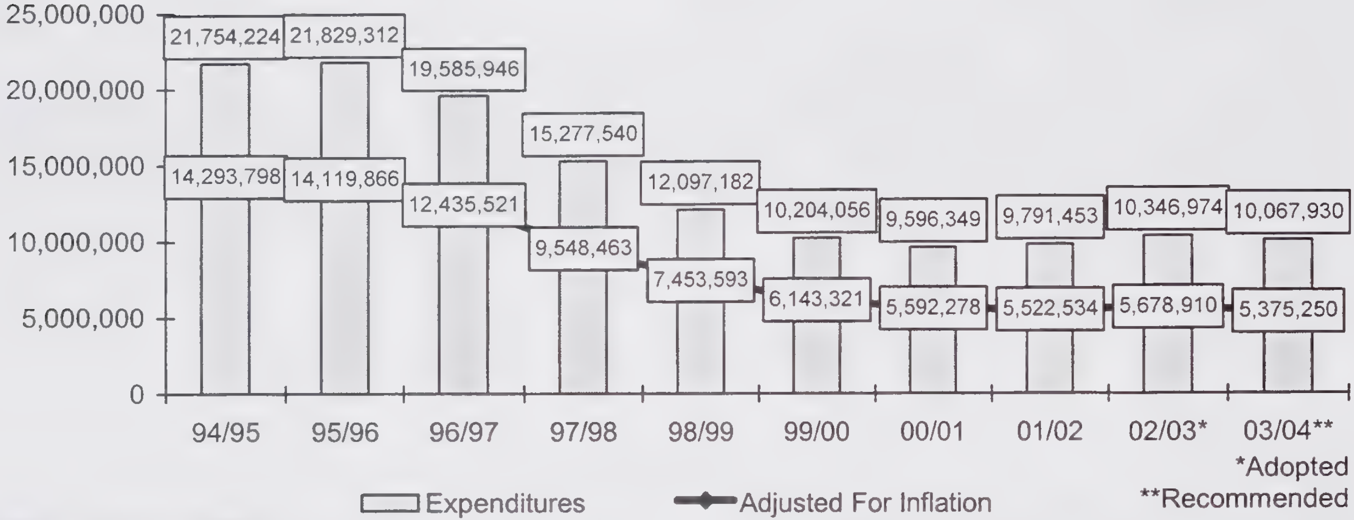
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	0	0	0	0
Other Charges	9,791,453	10,058,884	10,311,057	10,067,930	10,067,930
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 9,791,453	$ 10,058,884	$ 10,311,057	$ 10,067,930	$ 10,067,930
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 9,791,453	$ 10,058,884	$ 10,311,057	$ 10,067,930	$ 10,067,930
Revenues	9,684,469	9,837,117	10,176,764	10,067,930	10,067,930
General Fund Support (G.F.S.)	$ 106,984	$ 221,767	$ 134,293	$ 0	$ 0

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

CalWORKs

The purpose of CalWORKs is to provide temporary cash assistance to needy families and welfare-to-work employment training programs. Participants are required to participate in certain activities to work toward self-sufficiency and are required to work a certain number of hours.

Total Expenditures: $10,067,930 Total FTE: 0.0*
*Staffing reflected in Budget Unit 3200 - Social Services

DEPARTMENT COMMENTS

The Department's Goal for the CalWORKS program is to maximize the number of participants moving towards self-sufficiency. We measure our success in this area by reductions in cash assistance that are directly attributable to increased earnings by the participants, by the percentage of participants who actively participate in welfare-to-work services, by the percentage who enter employment and by the percentage of participants who remain independent of CalWORKS one year after leaving the program and the percentage.

The CalWORKS caseload continues to decline, but at a slower pace. With diminishing resources, the Department will be challenged to continue its success in helping families achieve independence of public assistance.

The Governor has proposed significant funding changes within the CalWORKS budget, all of which could affect our ability to meet our goals. Similarly, the President has proposed wholesale changes to the Federal rules, changes that would weaken our self-sufficiency program by limiting the use of one of our most valuable and effective tools—vocational education.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall expenses for CalWORKS have decreased by 2% compared to the Fiscal Year 2002-03 Adopted Budget. The portion of the budget that is funded with General Fund money has decreased by 100%. Due to decreasing caseloads, this Budget Unit no longer is in need of a General Fund contribution.

The CalWORKS caseload continues to decline; during the first six months of Fiscal Year 2002-03, the average monthly caseload was 7% less than the same period in the prior fiscal year. In the past two years caseloads have dropped by an average of 108 cases. The Department does continue to work with the "harder to serve participants" and those who are working minimum wage jobs, who rely on public assistance in one form or another.

CalWORKS funding for client services is unpredictable; contained in Budget Unit 3200, these funds provide for the schooling, training, therapy and other services that support a family's endeavors toward self-sufficiency, and are subject to the vagaries of the State. This budget, however, contains only the cash assistance received by the families.

No Cost of Living Adjustment (COLA) has been proposed by the Governor or forecast in this projection.

The CalWORKS budget is financed with Federal and State dollars.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To maximize the number of CalWORKs participants moving towards self-sufficiency.

Communitywide Result Link: A Prosperous Community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of nonexempt CalWORKs participants actively participating in a Welfare-to-Work activity.	New Measure	New Measure	88%	90%	83%	83%

What: Of those adults in the CalWORKS program who are required to participate in a plan for self-sufficiency, some will be sanctioned for not cooperating. This measures the number of participants who are actively cooperating with the Department in achieving self-sufficiency, and excludes those who are exempt from participation due to factors that could include disability or the need of a parent to care for an infant.

Why: The greater the number of active participants, the greater the opportunity for the Department and those with whom we work to achieve successes in self-sufficiency. Those who are exempt need not participate; we measure our success in terms of how many of the non-exempt adults are engaged in a Welfare-to-work activity.

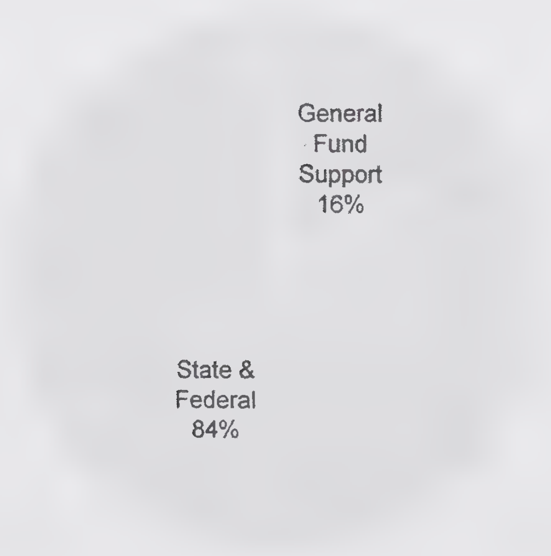
How are we doing? We continue to perform at a level that exceeds the Statewide performance of 81%. This measure was revised in FY 01-02 during the budget process. Since then the number of non-exempt enrollees has remained fairly stable at 880 in the caseload, with approximately 83% participating in Welfare to Work.

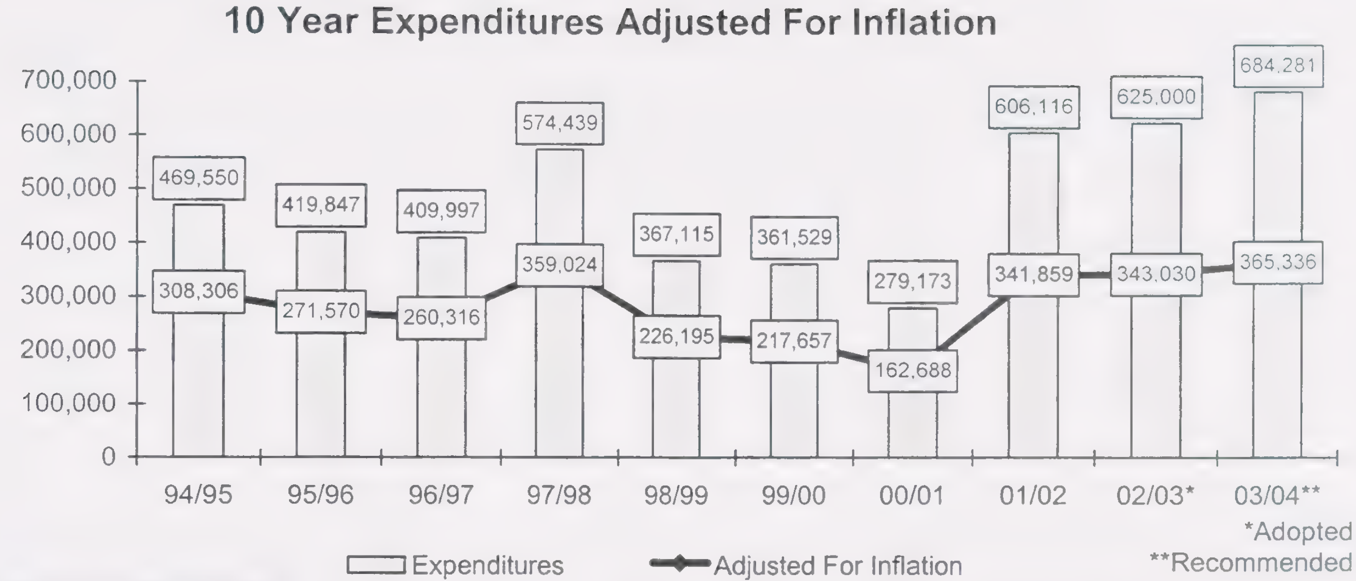
MISSION STATEMENT

We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

	2001-02	2002-03	2003-04	2003-04	2003-04
Financial Summary	Actual	Actual	Requested	Recommended	Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	147,613	154,500	150,000	150,000	150,000
Other Charges	458,503	590,693	564,498	534,281	534,281
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 606,116	$ 745,193	$ 714,498	$ 684,281	$ 684,281
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 606,116	$ 745,193	$ 714,498	$ 684,281	$ 684,281
Revenues	471,156	553,720	577,991	577,991	577,991
General Fund Support (G.F.S.)	$ 134,960	$ 191,473	$ 136,507	$ 106,290	$ 106,290

Source of Funds





SERVICE PROGRAMS

General Assistance Program

To provide public assistance of last resort to indigent county residents. This program is for persons who are otherwise ineligible for Federal, State or other community aid programs.

Total Expenditures: $684,281 Total FTE: 0.0*
*Staffing reflected in Budget Unit 3200 - Department of Social Services

DEPARTMENT COMMENTS

Goal #1: To provide food and shelter as the last "safety net" for those in need.

The Department aims to increase the percentage of General Assistance cases discontinued because of an improvement in the participant's economic circumstances. The continued implementation of CalWORKS has helped to strengthen the infrastructure of supportive and training services that can be utilized by the General Assistance participants in achieving self sufficiency.

This Budget Unit includes the cost of various contracts for shelter services for the homeless; the proposed budget provides no increase in the amount of those contracts. This budget also has increased in the current year—and will carry over that increase to the budget year—reflecting a change in the State's Cash Assistance Program for Immigrants. The County now pays those benefits directly to the program's participants and is reimbursed 100% by the State.

Base expenditures for General Assistance are projected to decline slightly in the budget year, reflecting both the caseload's trend and the elimination of payments that had been paid fraudulently by two former employees.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall expenses for General Assistance have increased by 9% compared to the Fiscal Year 2002-03 Adopted Budget. The increase is primarily due to the addition of benefits paid (100% State-funded), to recipients of the California Assistance Program for Immigrants (CAPI). In Fiscal Year 2002-03, the State changed the process by which benefits are paid to individuals eligible under the California Assistance Program for Immigrants. Previously, the County informed the State of individuals' eligibility for the program, and the State issued checks directly to those individuals. With the change, the County issues the checks to the individuals and is fully reimbursed for the expenditures. This has the effect of increasing both the expenditure and revenue line items for this Budget Unit. The portion of the budget that is funded with General Fund money has decreased by 17%, due to a two-year decline in caseloads. The decrease in the General Assistance budget is primarily attributed to the Department's continued efforts to increase employment and training opportunities for General Assistance participants.

The Fiscal Year 2003-04 budget includes continued funding ($150,000) for the Homeless Shelter Coalition to provide critical emergency housing services. The Coalition is comprised of the EOC Homeless Shelter, the Prado Day Center, the Women's Shelter of San Luis Obispo, the North County Women's Shelter, and the Homeless Housing Project.

The General Assistance budget is financed with State and local dollars. Realignment revenue is used to fund the Homeless Shelter Coalition contract.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To provide food and shelter as the last "safety net" for those in need.

Communitywide Result Link: A Healthy Community

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of General Assistance cases discontinued because of an improvement in economic circumstances.	40%	30%	45%	35%	35%	35%

What: This performance measure reflects the percentage of individuals receiving General Assistance whose financial circumstances have improved to the extent that they no longer receive General Assistance benefits.

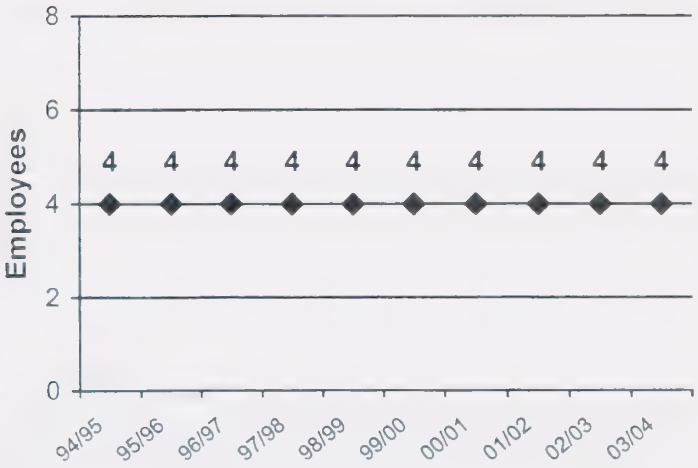
Why: While individuals may leave the General Assistance program for various reasons, the reason that implies the most positive outcome is "an improvement in economic circumstances." This measures the extent to which persons formerly receiving General Assistance have in fact left the program for the most positive of reasons.

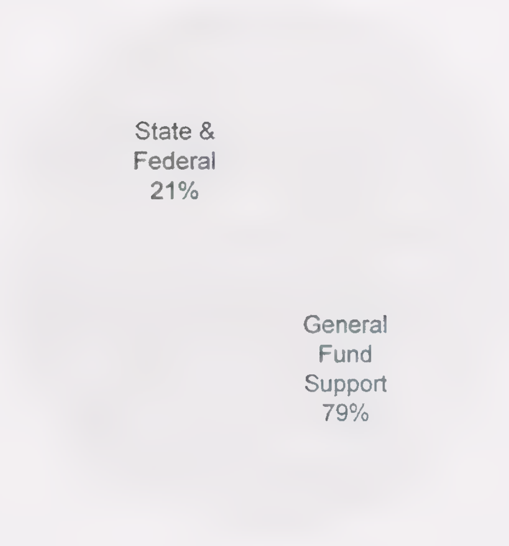
How are we doing? This measure was revised during the FY 01-02 budget process to reflect the number of clients who left the caseload for a positive reason. We are hoping to meet the target at the 35% level. Fluctuations in the local economy and our GA caseload will all affect this target. Cost savings (reduced staffing) have been made to this budget unit.

MISSION STATEMENT

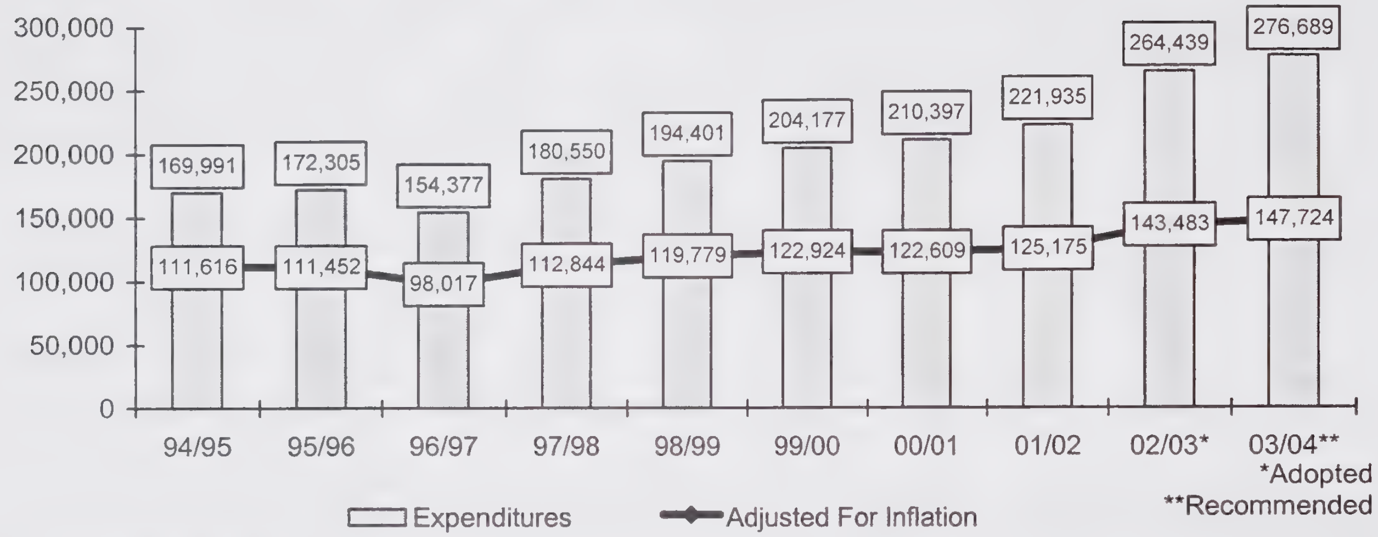
To advocate for veterans, their dependents, and survivors by providing the latest information and services for them to receive monetary and medical entitlements.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 230,605	$ 247,223	$ 279,476	$ 257,356	$ 257,356
Services and Supplies	21,932	18,572	19,333	19,333	19,333
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 252,537	$ 265,795	$ 298,809	$ 276,689	$ 276,689
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 252,537	$ 265,795	$ 298,809	$ 276,689	$ 276,689
Revenues	68,246	75,670	60,000	60,000	60,000
General Fund Support (G.F.S.)	$ 184,291	$ 190,125	$ 238,809	$ 216,689	$ 216,689


Number of Employees
(Full Time Equivalent)


Source of Funds

10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Claims Filing and Pension Income Maintenance

Screen applicants for potential benefits, complete forms and collect documentation for potential claim filing, assist pension recipients in maintenance of income, and assist widows and children with entitlement claims.

Total Expenditures: $197,758 Total Staffing (FTE): 2.6

College Fee Waiver Certificate

Process tuition fee waivers for children of disabled veterans so they may enroll in California Community Colleges, California State Universities or University of California facilities at no charge.

Total Expenditures: $10,958 Total Staffing (FTE): .12

Information and Referral

Provide information to veterans and their families on changing rules and conditions at governmental agencies including federal Department of Veterans Affairs and Social Security Administration, local department of Social Services, Public Guardian, Department of Health Services, and others.

Total Expenditures: $67,973 Total Staffing (FTE): 1.28

DEPARTMENT COMMENTS

The Department provides advocacy and assistance to the men and women who served in the nation's armed forces and to their dependents and survivors. This type of assistance: claim filing, documentation and claim maintenance for monetary and health benefits is essential in local, state or federal governments. The office advocates for these benefits by filling out and submitting the actual forms for benefits and filing notices of disagreements and appeals if the benefits are not granted.

There are approximately 27,000 veterans in San Luis Obispo County. These veterans and their families are seeking health and income benefits in an increasing amount. This need will continue to increase for the next few years before starting to decline. A small Department of Veterans Affairs (VA) "Community Based Outpatient Clinic" (CBOC) opened in San Luis Obispo a little more than two years ago and is working at a capacity level treating local veterans. The good news is that our office continues to submit approximately 60 new applications to the VA each month for this local health care. This means the veterans in San Luis Obispo County are saving money on health services, including prescription drugs, once they are enrolled.

The Veterans Service Office has reduced the staffing to a level of maintenance in the past few years. With the increase of aging and ill clients we will maintain the current level of service. However, there may be a period in the near future when we may not be able to increase the numbers in our performance indicators due to a small staff.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended 2003/04 budget for Veterans Services is essentially status quo. A permanent full time Veterans Services Officer II is funded at half time as the department has traditionally filled the position using a temporary employee.

Revenue is expected to increase $15,000 from the current year adopted amount to $60,000 in 2003/04. This increase in State subvention funds is based on current State projections.

BOARD ADOPTED CHANGES

None.

GOALS/PERFORMANCE MEASURES

Department Goal: Provides veterans, their dependents, and survivors with advice on monetary, healthcare, insurance, and other government benefits.

Community wide Result Link: A healthy community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of office/phone interviews.	15,200	15,300	14,019	12,000	14,000	14,000

What: The number of consultations conducted with new and current clients.

Why: Providing consultations and advice ensures maximum access to entitled benefits

How are we doing? The volume was expected to continue to increase for the next several years due to the declining health of aging veterans. However, the statistics on World War II Veterans show that they are dying at a rate of approximately 1,700 per day. The complexity and time of the contacts has continued to increase as health benefits become more important for this population.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of customer satisfaction surveys which rated the services performed by the Veterans Services Department as "satisfied" or "very satisfied".	100%	100%	100%	100%	100%	100%

What: A satisfaction survey of randomly selected clients, designed to be comparable to other counties, is conducted once a year to evaluate client satisfaction level.

Why: Ensure high quality service and continually assess client needs.

How are we doing? The department consistently maintains a rating from clients of "satisfied" or "very satisfied".

Department Goal: Determine eligibility and file claims for monetary benefits (monthly disability, disability pension, death benefits) and healthcare benefits (medical, dental, vision, prosthetic devices) to ensure that eligible individuals receive the maximum benefit from entitled services.

Community wide Result Link: A healthy community. A well governed community.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of claims for monetary and healthcare benefits filed within 5 working days.	90%	90%	90%	90%	90%	90%

What: This measure provides data on the timeliness of service delivery.

Why: Claims must be submitted within the calendar month to comply with V.A. regulations and ensure maximum coverage for benefits. The goal of 5 days reflects an average based upon the need to consolidate information and documentation prior to submission to the V.A.

How are we doing? On average, Veterans Services files approximately 1,000 claims annually. The volume is expected to increase for the next several years due to the declining health of aging veterans, which challenges the staff of 3.5 to attempt to maintain our target for timeliness.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Dollar amount in cash benefits secured for new monetary claims filed (monthly disability, disability pension, death benefits).	$1,900,000	$1,950,000	$2,484,037	$2,000,000	$2,493,756	$2,400,000

What: The total cash received by clients as a result of the efforts of the department.

Why: This illustrates the desired outcome of ensuring that clients receive maximum entitled benefit.

How are we doing? The FY 02-03 projected results will significantly surpass our adopted target. The increase is due to claims processing delays at the federal level. The delayed claims contain retroactive payments, accounting for the additional dollars.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Net cost per local veteran for Veterans Services assistance.	New Measure	$6.10/per veteran	$9.50	$9.80/per veteran	$9.50	$9.80

What: The County currently has approximately 27,825 veterans. This measure shows the net cost per local veteran for Veterans Services assistance.

Why: This measure will establish data to compare ourselves to other counties.

How are we doing? The FY 03-04 target is projected to increase to $9.80 per veteran due to our declining veteran population at this time (27,825). In a survey of our benchmark counties, we compare favorably relative to this measure. The average for the benchmark counties for FY 01/02 was $11.90 per veteran; we were less than $9.50 per veteran during this same period.

Department Goal: Obtain free college tuition for eligible dependents of veterans (with service-related disabilities) by authorizing and processing College Fee Waivers with California Community Colleges, California State Universities, or University of California campuses.

Community wide Result Link: A prosperous community.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of college fee waivers processed within 5 days.	90%	90%	90%	90%	90%	90%

What: Waivers processed within 5 days.

Why: Quality measure of timeliness and customer service.

How are we doing? Consistently meet the target of 90% filed within 5 days. For 2002-03, we expect to process 90 college fee waivers. This figure is projected to continue for 2003-04. There was a reduction related to aging of the veteran dependent population however the decrease seems to have leveled off.

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Dollar amount of college tuition saved by eligible dependents due to the College Fee Waiver Program (based upon state negotiated fees with colleges).	$166,261	$170,000	$129,172	$130,000	$123,788	$125,000

What: Money saved on tuition by eligible dependents.

Why: To maximize use of entitled benefits.

How are we doing? The State has reduced reimbursement levels for tuition fees accounting for the declining dollar figure. Waivers have been filed for all eligible dependents.

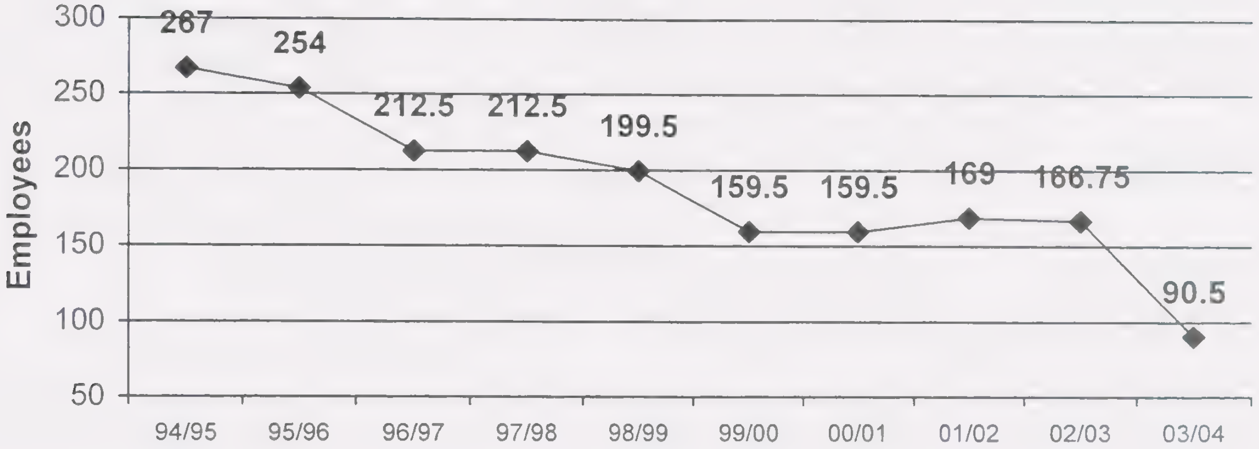
MISSION STATEMENT

The Medical Services Department's mission is to improve the overall health status of the community and address the health problems of all residents of the community regardless of their ability to pay for these services, while seeking to contain the growth of health care costs.

SCHEDULE 11

OPERATING DETAIL (1)	ACTUAL 2001-02 (2)	ACTUAL 2002-03 (3)	RECOMMENDED ESTIMATES 2003-04 (4)	ADOPTED ESTIMATES 2003-04 (5)
REVENUES:				
OPERATING REVENUES				
Charges for Current Services				
Patient Charges	28,878,047	28,407,320	15,665,937	15,665,937
Support Blng to Gov Agencies	0	0	0	0
Deductions	(17,255,436)	(16,038,878)	(8,005,229)	(8,005,229)
Miscellaneous	889,513	953,142	478,638	478,638
TOTAL OPERATING REVENUES	12,512,124	13,321,584	8,139,346	8,139,346
NONOPERATING REVENUES				
Interest	6,431	5,504	0	0
Gain on Sale of Assets	0	(50,413)	0	0
Donations	0	0	0	0
CHIP/Proposition 90	493,529	180,650	0	0
Other Governmental Programs	1,705,194	1,253,473	142,418	142,418
TOTAL NONOPERATING REVENUES	2,205,154	1,389,214	142,418	142,418
TOTAL REVENUES	14,717,278	14,710,798	8,281,764	8,281,764
EXPENSES:				
OPERATING EXPENSES				
Salaries and Benefits	12,161,213	11,444,032	5,612,481	5,612,481
Services and Supplies	11,758,131	14,017,654	7,953,265	7,953,265
Depreciation	364,807	333,421	334,353	334,353
Countywide Overhead Allocation	838,524	838,524	921,477	921,477
Other Charges	111,600	634,805	826,358	826,358
TOTAL OPERATING EXPENSES	25,234,275	27,268,436	15,647,934	15,647,934
NONOPERATING EXPENSES				
Interest Expense	1,644	0	0	0
TOTAL NONOPERATING EXPENSES	1,644	0	0	0
TOTAL EXPENSES	25,235,919	27,268,436	15,647,934	15,647,934
NET INCOME (LOSS)	(10,518,641)	(12,557,638)	(7,366,170)	(7,366,170)
OTHER FINANCING SOURCES (USES):				
Accrual Line	(162,636)	0	0	0
	(162,636)	0	0	0
OTHER FINANCING SOURCES (USES):				
Beginning Balance	978,980	0	11,168	11,168
	978,980	0	11,168	11,168
OTHER FINANCING SOURCES (USES):				
Contributions In-General Fund	9,400,000	12,783,631	7,457,916	7,457,916
	9,400,000	12,783,631	7,457,916	7,457,916
NET INCOME (LOSS)	(1,118,641)	225,993	91,746	91,746
FIXED ASSET EXPENDITURES				
Equipment	6,481	9,179	426,100	426,100
TOTAL FIXED ASSET EXPENDITURES	6,481	9,179	426,100	426,100

Number of Employees
(Full Time Equivalent)



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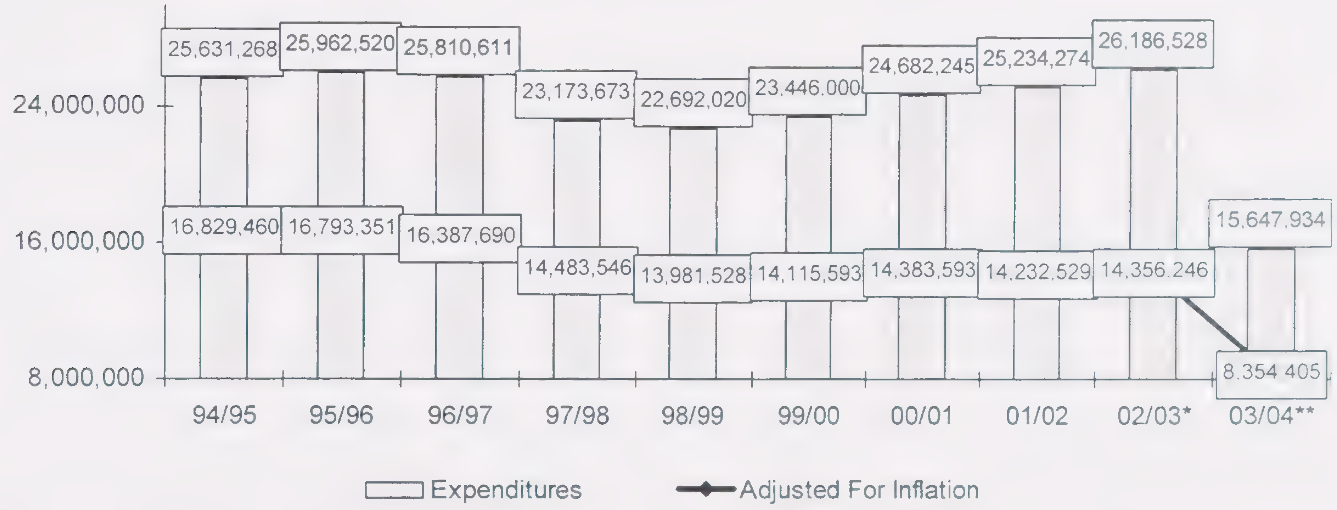
10 Year Expenditures Adjusted For Inflation



*Adopted
**Recommended

SERVICE PROGRAMS WILL BE REVISED AND PRESENTED ONCE TRANSITION IS COMPLETE

DEPARTMENT COMMENTS

On June 19, 2003, the inpatient components of San Luis Obispo General Hospital will close. This includes Emergency Room, Walk-In Clinic and Outpatient Surgery. The Medical Services Budget for FY 2003-04 reflects this major change in structure and thus includes the five Family Care Center Clinics. related ancillary services and support services required for continued operations. Total budgeted net revenues for the year are $8.3 million expenses $15.6 million and budgeted capital expenditures. $426,100. This results in a request of $7.6 million of General Fund support from the County.

Volume in the clinics is budgeted to increase 5% at the San Luis Obispo clinic and 2% in all others. Overall, compared to last year, ancillary services have been decreased by the amount of the prior year estimated inpatient utilization, while ancillary volume by clinic is assumed to remain constant.

The revenue projections for the clinics include the reduction in payment of the "base rate", which the Hospital received historically for the clinics being licensed as departments of the Hospital. Collection efforts and payer mix were kept consistent with last year. Inflation of 4% was applied to medical expenses (excluding pharmacy), pharmacy was inflated 8% and non-medical expense 3%. A COLA increase of 4% was applied to all salaries. To accurately identify the true financial contribution of the clinics and ancillary services, it should be noted that the clinics and ancillary services budget includes un-reimbursed CMSP services of approximately $800,000.

As anticipated, the expense structure of the ancillary areas changed dramatically due to the closing of inpatient and emergency services--the most resource sensitive areas of the operation. The budget impact of this change was carefully calculated for each ancillary service by carefully analyzing the volume, cost per unit, forecasted inflation factors and use of support services, utilities and overhead.

Ancillary services are a significant part of the Medical Services budget and account for an estimated 35% of salary expenses, 50% of direct non-wage expenses and 30% of patient net revenue. This is important to note since ancillary services are the operations most volatile services in terms of utilization and potential cost increases.

Overall, the budget matches the projections and level of savings anticipated in the Beilensen Hearing of October 15, 2002, as well as the updated projections presented to the Board of Supervisors on February 11, 2003.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for the Medical Services Department reflects, for the most part, “status quo” operation of the County’s outpatient clinics and ancillary services (pharmacy, lab and radiology). The County’s acute care facility (General Hospital) is scheduled to close on June 19, 2003 and patients who use that facility will be redirected to the private hospitals in the County.

The County has hired the Camden Group to provide interim management services at the hospital and clinics and assist in the orderly closure of the hospital. The Camden Group estimates that approximately $7.6 million of General Fund money will be needed to continue operation of the clinics and ancillary services next year. Some of that General Fund support – about $230,000 – is reflected in budget unit 3281 – Suspected Abuse Response Team (SART) program. The $7.6 million contribution does not include additional costs that may be approved by the Board in relation to the reorganization of the department and/or enhanced service levels.

As we go to print with the Proposed Budget, staff is in the process of reviewing proposals for physician staffing services. The outcome of that review process could have an impact on the projected budget figures. Staff is also reviewing other options for improving revenue streams for clinic and ancillary operations. We will continue to provide regular updates to the Board on this matter.

The department has requested various fixed assets to replace aging equipment in support of clinic and ancillary operations as well as the SART program. New equipment, including a computer system to enhance billing and collection efforts, is recommended as part of the budget. However, the department will not be moving ahead to acquire these items until the transition planning is complete and the infrastructure needs are finalized.

Finally, with regard to the department’s performance measures, it appears that several of the measures adopted for the current year have not been monitored and, thus, insufficient data exists to provide projected targets. As part of the restructuring of the department, all performance measures will be reviewed and modifications will be made in the upcoming year.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Departmental Goal: Improve health outcomes and patient satisfaction in outpatient services.

Communitywide Result Link: A Healthy Community.

1. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Average amount of time that a patient must wait to see a provider, once they arrive at a clinic.	New Measure	New Measure	Not available	20 minutes or less	20 minutes or less	20 minutes or less

What: Monitor waiting times for patients to see their provider.

Why: One clinic measure of quality customer service is reduced waiting times. Reducing wait times will result in improved patient satisfaction.

How are we doing? The Camden Group reports that this data was not being tracked prior to their arrival. However, they have begun tracking it mid-year and will report out in the future.

2. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Why: Average amount of time to complete patient visit once exam begins.	New Measure	New Measure	Not available	45 minutes or less	45 minutes or less	Under review as part of department restructuring

What: Monitor the time that the patient spends at the clinic once their scheduled appointment begins until they are discharged.

Why: A measure of quality health care and patient satisfaction is to see patients in an efficient and timely manner.

How are we doing? The Camden Group reports that this data was not being tracked prior to their arrival. However, they have begun tracking it mid-year and will report out in the future.

3. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of clinic patient charts that include a completed problem summary list including: allergies, significant diagnosis, significant procedures, and current medications.	New Measure	New Measure	Not available	80% or higher	96%	80% or higher

What: Monitor all charts for completed problem summary list in the chart including: allergies, significant diagnosis, significant procedures, and current medications.

Why: This will improve overall patient care by insuring better follow up of all conditions on return visits, shorten the length of return visits, and insure that allergic and negative medication reactions are minimized.

How are we doing? Very well. We will continue to monitor for areas of improvement.

4. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	% Target
Number of days the Atascadero Family Care Center pharmacy is open for service/annual number of prescriptions filled.	New Measure	New Measure	Not available	5 days per week/71,000 prescriptions filled	3 days per week/12,000 during 3rd quarter of 02-03	Under review

What: Measures the open hours/prescriptions filled at the Atascadero Family Care Center.

Why: Improved patient satisfaction.

How are we doing? We are reviewing current procedures to determine strategies for improving compliance of taking prescribed medications for north County patients.

5. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of time that that patients must have retakes of previous procedures.	New Measure	New Measure	Not available	5% or less	Under review	Under review

What: Measures the percentage of radiology patients that must return for additional procedures.

Why: Improved patient satisfaction and reduced cost of operations.

How are we doing? The Camden Group is reviewing.

Department Goal: Improve health outcomes in the inpatient unit.

Communitywide Result Link: A Healthy Community.

6. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of medications ordered, dispensed or administered in error to inpatients, all departments.	New Measure	New Measure	Not available	1.3%	.2% for 3rd quarter of 02-03	N/A

What: Medication related errors will be monitored, analyzed, and reported. General Hospital uses the Unit Dose method of medication delivery, which, according to literature, should result in an error rate below 2%.

Why: The Institute of Medicine has determined that half of all errors can be prevented. General Hospital has submitted a Plan to Eliminate or Substantially Reduce Medication-Related Errors required by SB1875, which is to be fully implemented by 2005.

How are we doing? Data available for 3rd quarter of fiscal year only.

7. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of mothers who leave the hospital breast-feeding their infants.	New Measure	New Measure	Not available	96%	98% in 3rd quarter of 02-03	N/A

What: General Hospital is the only public hospital in the US designated as “baby friendly”. We work with our mothers in accordance with the World Health Organization and UNICEF guidelines to promote healthy nutrition through breastfeeding.

Why: The World Health Organization and the American Academy of Pediatrics recognize human milk as the best source of infant nutrition during the first year of life. As a “baby friendly hospital” we are dedicated to supporting our mothers in giving the best possible start to their infants.

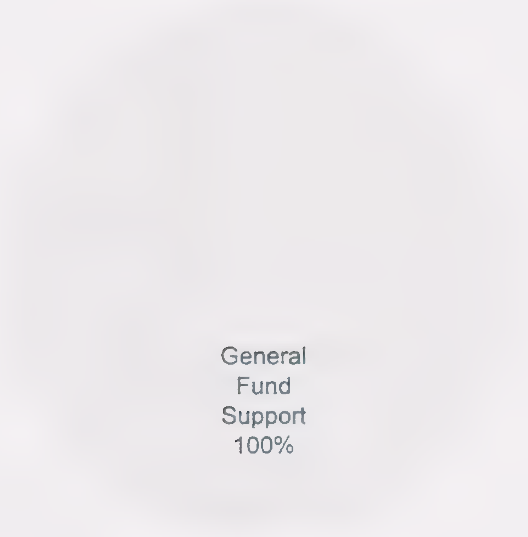
How are we doing? Department will review other options for collection of data once General Hospital is closed.

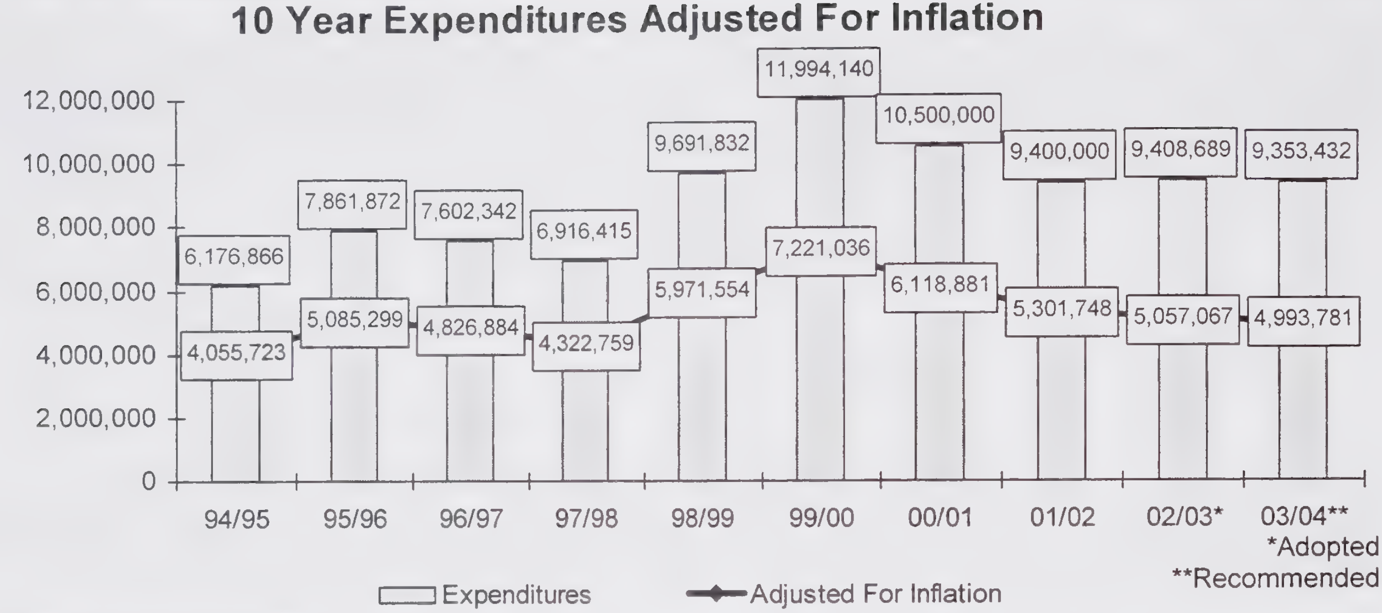
PURPOSE

To provide funds to offset health care expenses which are not reimbursed by third party payors and for uncollectible charges to indigent patients.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	0	0	0	0
Other Charges	9,400,000	12,783,631	9,353,432	9,353,432	9,353,432
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 9,400,000	$ 12,783,631	$ 9,353,432	$ 9,353,432	$ 9,353,432
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 9,400,000	$ 12,783,631	$ 9,353,432	$ 9,353,432	$ 9,353,432
Revenues	0	0	0	0	0
General Fund Support (G.F.S.)	$ 9,400,000	$ 12,783,631	$ 9,353,432	$ 9,353,432	$ 9,353,432

Source of Funds





SERVICE PROGRAMS

Contribution for Local Medical Care Program

Contribution to the County's outpatient, primary care clinics and ancillary services for medical costs which are not reimbursed by third party payors; and for uncollectible charges to the medically indigent.

Total Expenditures: $8,650,000 Total Staffing (FTE): 0.0

Contribution for County Medical Services Program (CMSP)

Contribution to the County Medical Services Program to pay private hospitals for inpatient services provided to CMSP patients.

Total Expenditures: $703,432 Total Staffing (FTE): 0.0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Historically, this budget unit has contained the General Fund contribution to the hospital, outpatient clinics and ancillary services (pharmacy, lab and radiology). With closure of the hospital, this budget will continued to be utilized to provide General Fund financing to offset clinic and ancillary service operating losses. Additionally, this budget unit will "house" the General Fund contribution to the County Medical Services Program (CMSP) to pay private hospitals for inpatient services previously provided at General Hospital. The recommended level of funding breaks down as follows:

- Approximately $7.6 million will be directed to support existing clinic and ancillary service operations. This amount does not include funding that may be approved for additional personnel or services (e.g. the patient advocate position) once the hospital is closed.
- Approximately $700,000 will be transferred to budget unit 3286 -CMSP - to pay private hospitals for the projected costs of providing inpatient and emergency room services to patients previously seen at General Hospital.
- The balance of the funding – approximately $1 million – will be held in this budget pending Board direction regarding allocation of resources to address unmet healthcare needs in the community.

More information on this subject can be found in budget unit 6000 – Medical Services Department.

BOARD ADOPTED CHANGES

None.

PURPOSE

To provide care to - and collect evidence from – victims of sexual or other physical abuse.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	218,471	230,621	230,621	230,621
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 0	$ 218,471	$ 230,621	$ 230,621	$ 230,621
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 0	$ 218,471	$ 230,621	$ 230,621	$ 230,621
Revenues	0	0	0	0	0
General Fund Support (G.F.S.)	$ 0	$ 218,471	$ 230,621	$ 230,621	$ 230,621

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The SART program is operated under the Medical Services Department. During the 2002-03 budget process, however, a separate budget was created for SART at the request of the former Hospital CEO, Public Health Director and the District Attorney.

The recommended budget for SART reflects a significant increase (about 18%) in the County's contribution for this program compared to the 2002-03 adopted budget. A substantial portion of the increase is related to the elimination of revenues. When the department prepared this budget last year, they indicated that approximately $25,000 of revenue would be received to offset program expenses. With submittal of the 2002-03 budget, however, we have been told that this revenue estimate was an error and, in fact, there is very little or no revenue available. Additionally, perhaps because of the "newness" of the budget, the department has had difficulty providing consistent information about program expenditures. The Administrative Office will work closely with the department to ensure that the appropriate steps are taken to address these issues.

BOARD ADOPTED CHANGES

None.

County of San Luis Obispo

Community Services

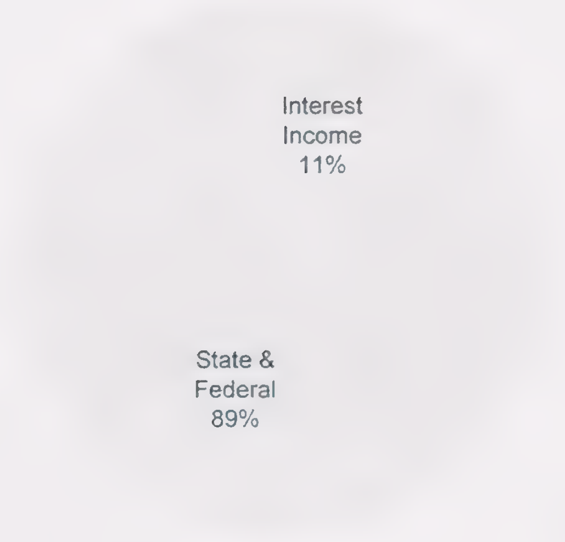
- Wildlife & Grazing
- Fish & Game
- Airports
- Library
- Farm Advisor
- Parks
- Golf Courses

PURPOSE

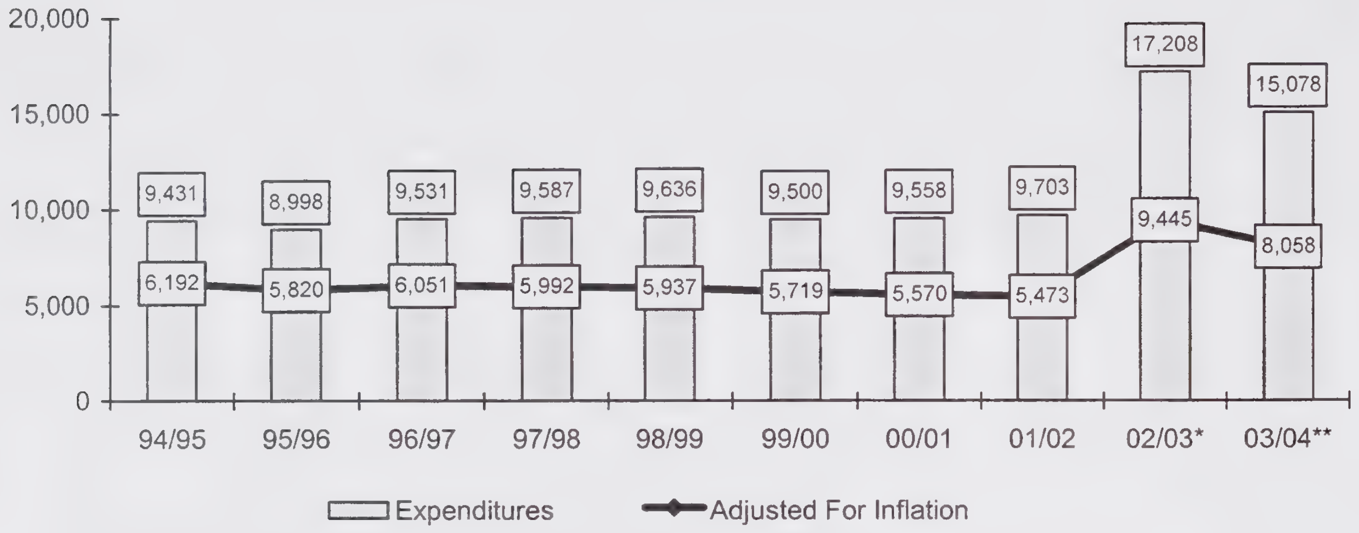
The Taylor Grazing Act of 1934 provides that 50 percent of the grazing fees on Bureau of Land Management (BLM) land outside of organized districts be returned to the State. The California Public Resources Code requires the State share to be distributed to counties in proportion to the grazing fees received and specifies that funds shall be expended for range improvements and for control of predators. The Public Resources Code also established a Grazing Advisory Board, which is appointed by the Board of Supervisors and is required to meet at least once annually and recommend to the Board of Supervisors plans or projects for range development and predator control.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	9,703	26,954	15,078	15,078	15,078
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 9,703	$ 26,954	$ 15,078	$ 15,078	$ 15,078
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	0	0	0	0	2,305
Total Financing Requirements	$ 9,703	$ 26,954	$ 15,078	$ 15,078	$ 17,383
Revenues	$ 11,090	$ 7,989	$ 5,600	$ 5,600	$ 5,600
Fund Balance Available	3,273	1,290	2,397	2,397	4,702
Cancelled Reserves	12,188	6,818	7,081	7,081	7,081
Total Financing Sources	$ 26,551	$ 16,097	$ 15,078	$ 15,078	$ 17,383

Source of Funds



10 Year Expenditures Adjusted For Inflation



*Adopted
**Recommended

SERVICE PROGRAMS

Predator Control

Provides funds to the U.S. Department of Agriculture for the salary and mileage costs of a trapper employed to control predators causing animal damage on private and public range land.

Total Expenditures: $9,500 Total FTE: 0.0

Range Improvement

Provides funds for a fencing/cattle guard project on Bureau of Land Management Land property in the Temblor Mountains.

Total Expenditures: $5,578 Total FTE: 0.0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This budget is funded through payments made by livestock owners to the Bureau of Land Management for animal grazing on Federal lands. Half of the grazing fees are returned to the State and distributed to counties, via their Wildlife and Grazing Boards, to be used for range improvement and predator control activities. This budget recommendation was endorsed by the Wildlife and Grazing Board at their annual meeting on March 20, 2003.

The recommended budget includes continued funding for the Grazing Board's share of a trapper contract ($9,500) with the U.S. Department of Agriculture for predator control activities (the balance of the contract is funded by the Ag Department) as well as a fencing/cattle guard project for $5,500 in the North County.

Revenue in the amount of $5,600 together with $9,478 in cancelled reserves and projected fund balance available will provide the necessary funding. The Wildlife and Grazing budget will also maintain a general reserve of $10,357 and designations of $4,484.

BOARD ADOPTED CHANGES

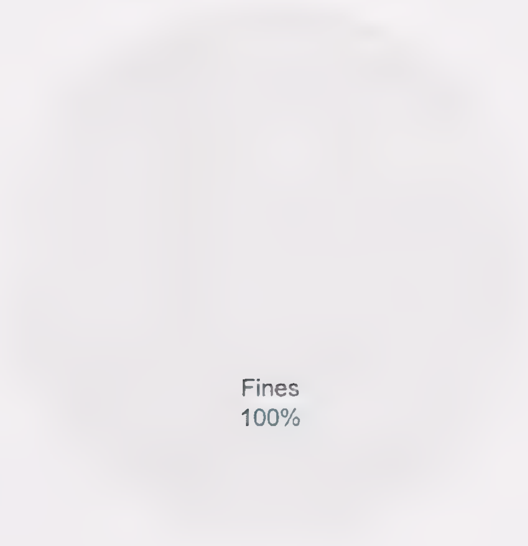
Fund Balance available was higher by $2,305. These funds have been placed in the budget unit's Reserves/Designation account.

PURPOSE

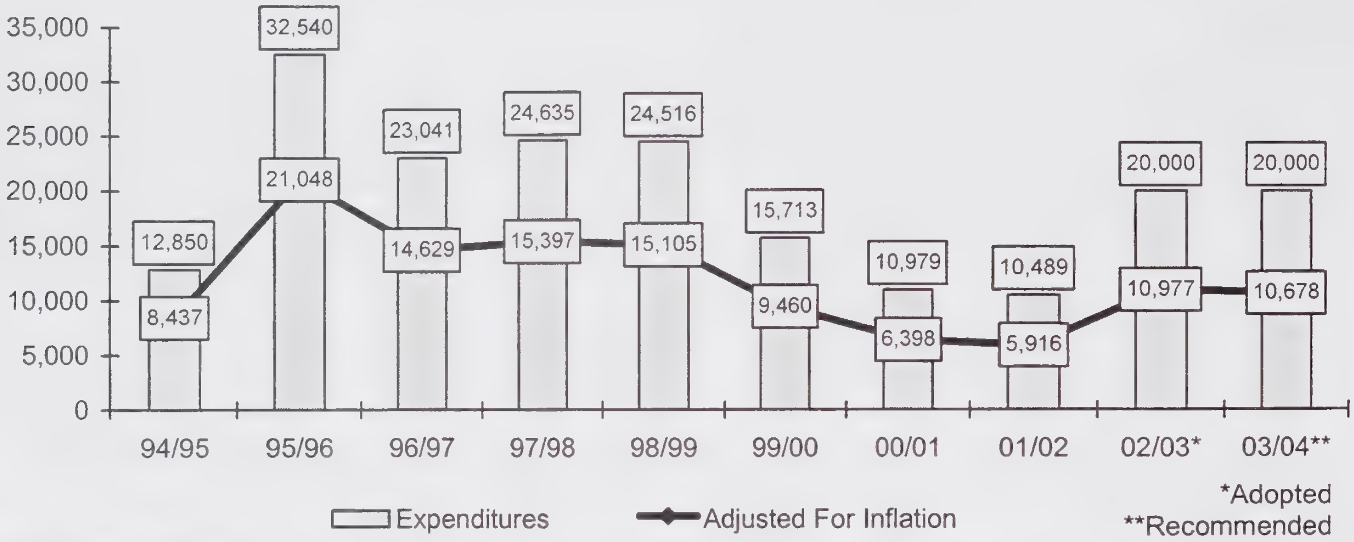
The State Fish and Game Code provides that 50% of fine monies collected for fish and game violations be returned to the County in which the offense was committed. These monies are to be expended for the protection, conservation and preservation of fish and wildlife. The Board of Supervisors appoints a County Fish and Game Fines Committee to make recommendations for the expenditure of fine monies, which may include public education, habitat improvement, research and recreation. The Fish and Game Fines are expended from a special revenue fund.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	10,489	12,364	20,000	20,000	20,000
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 10,489	$ 12,364	$ 20,000	$ 20,000	$ 20,000
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	8,882	21,136	0	0	808
Total Financing Requirements	$ 19,371	$ 33,500	$ 20,000	$ 20,000	$ 20,808
Revenues	$ 24,986	$ 7,148	$ 10,000	$ 10,000	$ 10,000
Fund Balance Available	18,882	24,497	3,976	3,976	4,784
Cancelled Reserves	0	6,639	6,024	6,024	6,024
Total Financing Sources	$ 43,868	$ 38,284	$ 20,000	$ 20,000	$ 20,808

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Education and Information

Provides for the development and/or distribution of films, motivational materials, awards, certificates, hunter safety, books, pamphlets, news items, fish and game regulation information and signs.

Total Expenditures: $5,000 Total FTE: 0.0

Field Equipment

Field biology equipment including but not limited to cameras, vehicles, scanners, scopes, traps, fencing, nets, thermometers, etc.

Total Expenditures: $5,000 Total FTE: 0.0

Habitat Improvement

Terrestrial: Forestry projects, control burns, spring development, chaparral management, native plantings, guzzler installation and maintenance. Aquatic: Artificial reefs, water level maintenance, stream improvements, barrier removal, and flow control.

Total Expenditures: $5,000 Total FTE: 0.0

Research

Fisheries and wildlife research, habitat reconnaissance, historical fisheries and wildlife surveys, studies to support and maintain species.

Total Expenditures: $5,000 Total FTE: 0.0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Recommended funding for the 2003/04 Fish and Game budget is essentially the same as the current year and will provide $20,000 for projects and administrative activities. The Fish and Game Fines Committee will return to the Board early in the new fiscal year with their 2003/04 project listing to obtain Board approval.

Fish and Game's revenue is derived from fines for fish and game violations. Historically, the bulk of the revenue is received towards the end of the fiscal year. For 2003/04, revenues are budgeted at $10,000. This revenue, together with cancelled reserves of $6,024 and projected fund balance available, will provide the dollars to finance the operational budget of $20,000. At the recommended level of funding, the Fish and Game budget will maintain a general reserve of $33,354 and designations of $23,632.

BOARD ADOPTED CHANGES

Fund Balance available was higher by $808. These funds have been placed in the budget unit's Reserves/Designation account.

MISSION STATEMENT

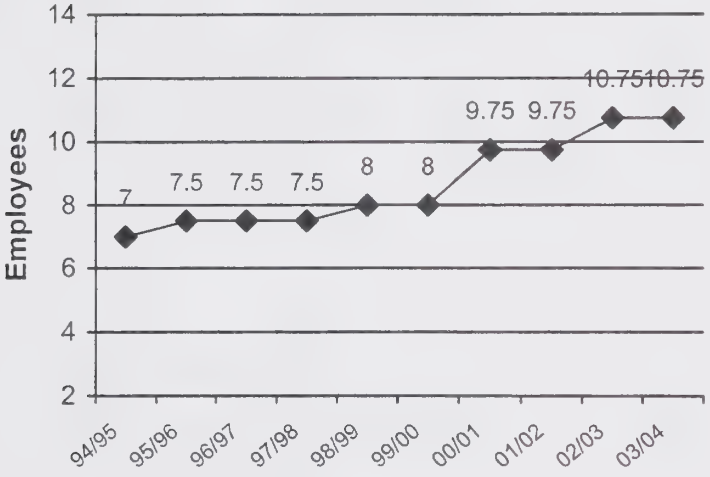
To provide for the safe and efficient operation of the airport and deliver to the community aviation services through the total efforts of knowledgeable, conscientious, dedicated staff empowered by the public they serve.

SCHEDULE 11

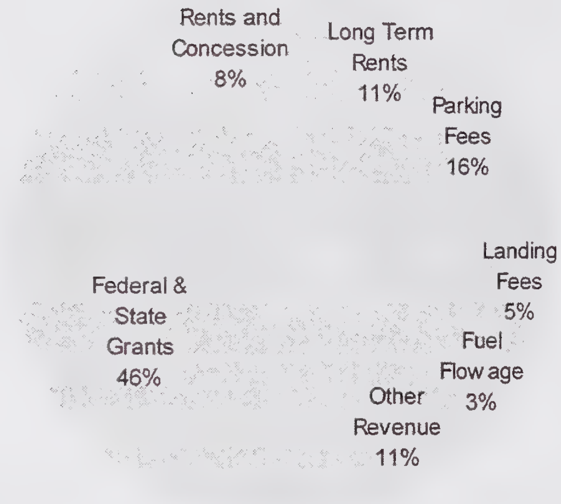
OPERATING DETAIL (1)	ACTUAL 2001-02 (2)	ACTUAL 2002-03 (3)	RECOMMENDED ESTIMATES 2003-04 (4)	ADOPTED ESTIMATES 2003-04 (5)
REVENUES:				
OPERATING REVENUES				
Rents and Concessions	316,937	288,247	408,348	408,348
Rents - Long Term	459,611	501,845	525,437	525,437
Parking Fees	527,435	685,698	758,564	758,564
Landing Fees	229,727	218,617	252,980	252,980
Fuel Flowage	132,811	128,440	135,000	135,000
Other Revenues	454,693	598,469	546,475	546,475
TOTAL OPERATING REVENUES	2,121,214	2,421,316	2,626,804	2,626,804
NONOPERATING REVENUES				
Grants-Federal/State	177,270	3,710,284	2,236,901	2,236,901
Other	0	446,189	0	0
Interest	41,346	9,403	20,000	20,000
TOTAL NONOPERATING REVENUES	218,616	4,165,876	2,256,901	2,256,901
TOTAL REVENUES	2,339,830	6,587,192	4,883,705	4,883,705
EXPENSES:				
OPERATING EXPENSES				
Salaries and Benefits	597,150	698,794	777,496	777,496
Services and Supplies	1,241,330	1,598,364	1,451,063	1,451,063
Countywide Overhead	196,203	109,194	156,212	156,212
Taxes & Assessments	379	0	0	0
Depreciation	257,177	479,003	478,005	478,005
TOTAL OPERATING EXPENSES	2,292,239	2,885,355	2,862,776	2,862,776
NONOPERATING EXPENSES				
General Fund Loan Payment	92,700	56,693	269,841	269,841
TOTAL NONOPERATING EXPENSES	92,700	56,693	269,841	269,841
TOTAL EXPENSES	2,384,939	2,942,048	3,132,617	3,132,617
NET INCOME (LOSS)	(45,109)	3,645,144	1,751,088	1,751,088
FIXED ASSET EXPENDITURES				
Capital Projects	826,080	3,997,080	2,343,400	2,343,400
Fixed Assets	291,261	11,761	0	0
TOTAL FIXED ASSET EXPENDITURES	1,117,341	4,008,841	2,343,400	2,343,400

Number of Employees

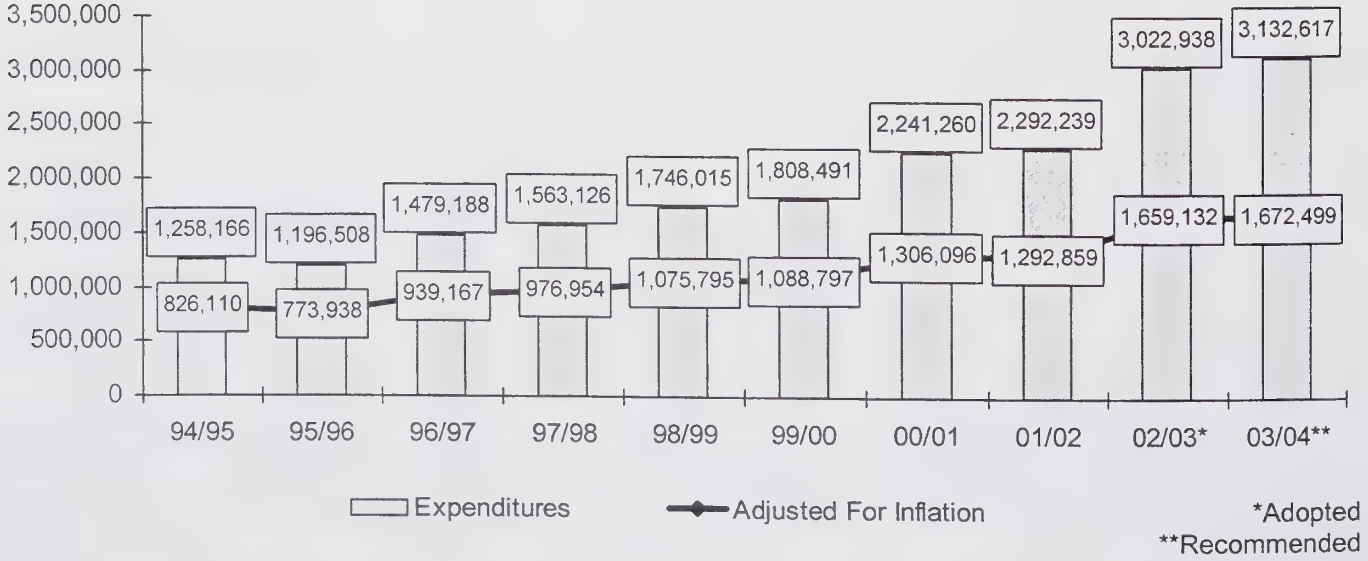
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



*Adopted
**Recommended

SERVICE PROGRAMS

San Luis Obispo and Oceano County Airport Operations

Present and implement policies and procedures to insure the safety of airport users and enhance customer service. These policies and procedures produce the framework to manage, administer, operate, maintain, and provide security for the San Luis Obispo and Oceano County Airports serving commercial airline, private and business aviation users.

Total Expenditures: $3,132,617 Total Staffing (FTE): 10.75

DEPARTMENT COMMENTS

The Airport's requested budget operates as an enterprise fund with no General Fund subsidy and maintains Board policy that allows the accumulation of designated reserves. All surplus and accumulated reserves are specifically designated to provide the local matching share for FAA grants and other capital improvements.

The increases in the salaries accounts include position upgrades for two custodial positions to maintenance positions. Remaining net salary adjustments are for prevailing wage adjustments in 02/03. All other increased costs in salaries are attributable to regular step increases.

The most substantial changes in services and supplies include lower professional and special services expense, maintenance expense, and Sheriff billings. The 2002/03 budget for professional services included an update to the airport master plan which will not recur in 2003/04. Maintenance / Structures is also budgeted lower in 2003/04 due to major items budgeted in 2002/03 that will not repeat, like restripe runways, install roof ladders etc. Sheriff billings are budgeted lower in 2003/04 because it is anticipated that these costs may be transferred directly to Transportation Security Administration (TSA) beginning 12/03.

Other Charges expense increased over 02/03 budget due to increased depreciation expense related to capital projects that have been completed and capitalized. Also, a repayment to the General Fund for the loan to purchase land for the new car rental facility was included in the budget. Funds for this repayment will be generated from Customer Facility Charges (CFC) monies collected from the five car rental agencies operating at the airport.

Capital projects are now included in the Airport's budget. There are two requests for capital improvements: 1) Construction of a Air Rescue Fire Fighting facility to maintain the airport operating certificate, and to meet requirements of Federal Aviation Regulations (fully funded by Federal and Passenger Facility Charge funds). 2) Oceano Airport - Phase 2 rehabilitation of all airside pavement, funded by a Federal grant. It is estimated that 70% of the 02/03 capital projects will be complete by the end of the fiscal year. Two major projects will carry over into 03/04, phase 1 of the Oceano runway project, and phase one of the San Luis Obispo new terminal project.

Revenue estimates continue to be conservative. The most significant change in the 03/04 Budget was an increase in parking revenue. Long-term parking rates were increased in January 03. The $5 rate was increased to $6, and the $6 rate was increased to $8. Also Passenger Facility Charges (PFC) rates were increased in September '02 from $3 to $4.50. This increase will help finance airport capital development. Factors that have and will continue to produce increased revenues are the airline and restaurant concession agreements, and fees associated with usage and growth. Revenues can generally be determined based on previous experience, renegotiated agreements and continued thriving activity at the airport. Although recent activity seems to support growth in both passenger and general aviation activity, it has been difficult to evaluate air traffic recovery and related revenues since the aftermath of 9/11.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The total expenses for the airport are recommended to decrease by $2,330,432 as compared to FY 02-03. The primary decrease is attributable to capital projects that are financed by the Federal Aviation Administration (FAA) The capital projects for FY 03-04 total $2,343,400 and include a new fire station at the San Luis Obispo Airport, rehabilitation of the Oceano Airport runway, and for maintenance to the runway at the San Luis Obispo Airport For more detail on these projects, see the Capital Projects and Maintenance sections of the Budget book (the green pages).

Salaries and benefits are increasing due to prevailing wage and regular step increases granted to employees in FY 02-03. Also, two custodial positions were recommended for reclassification to Airport Maintenance Workers during the October reclassification window period. The reclassified positions will increase the Airport's scheduling flexibility with respect to custodial, maintenance, and safety operations. This is increasingly important, as the Airport is essential a twenty-four hour, seven day a week operation.

The services and supplies expenses are $504,000 or 25% less than FY 02-03. This is due to a $298,000 reduction in professional services expenses as FY 02-03 included a one-time expense for an update to the Airport's master plan. Also, Sheriff's billings are decreasing $169,000 or 55% as the contract with the Sheriff's Department terminates 12/1/03. It is planned that the Transportation Security Administration (TSA) will have a contractual relationship with the Sheriff's Department starting in December 2003. Countywide overhead has increased $47,000 or 43%. Depreciation has increased $217,000 or 83% due to the expansion of the Airport's facilities over the past couple of years.

Total operating revenue has increased nearly $330,000 compared to FY 02-03. The details are discussed in the Department's comments above. Non-operating revenues have decreased by just under $3,000,000 due to reduced Federal Aid for specific capital projects.

Please note that at the recommended level, the Airport will operate at a slight loss in FY 03-04. The fund balance available from FY 02-03 is available to cover the shortfall.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Manage the San Luis Obispo and Oceano Airports in a manner that ensures the safety of the traveling public and complies with Federal, State, and local aviation and airport rules, regulations and advisories.

Communitywide Result Link: A safe community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage compliance with Federal Aviation Administration (FAA) regulations during daily facility inspections.	90%	100%	100%	100%	100%	100%

What: Daily inspections conducted by airport staff to ensure we meet federal requirements for airport operations.

Why: Maintain safe and secure operations; ensure compliance with Federal Aviation Regulations (FARs); and avoid revocation of operating certificate.

How are we doing? To date, the airport continues to have an outstanding record for safe and secure operations. Airport staff must maintain continuous surveillance of airport facilities and conditions. It is imperative that sufficient, well-trained and qualified staff are available to carry out the inspection duties, including inspections immediately after an accident or incident.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage compliance with annual FAA inspections of appropriate safety and security measures.	96%	100%	99%	100%	100%	100%

What: Annual safety and security inspection of certified airports conducted by FAA staff.

Why: To ensure the safety of passengers and the public.

How are we doing? The airport has been very successful in meeting safety and security compliance to 100% standard. Non-compliance issues are addressed through FAA "Letters of Correction". Corrections are addressed, remedied and reported back to the FAA.

Department Goal: To cost effectively operate and maintain County Airports to enhance the air transportation service experience of airport users.

Communitywide Result Link: A safe, livable and prosperous community.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of employees per 10,000 annual enplanements (boarding passengers) and operations (take off or landing of aircraft).	New Measure	New Measure	.65 employees per enplanement .65 employees per operations	1 employees per enplanement 1 employees per operations	1 employee per enplanement 1 employee per operations	.75 employees per enplanement .75 employees per operations

What: Measures staffing in relationship to workload.

Why: This measure helps to show the public that the Airport Enterprise is efficiently staffed.

How are we doing? Of the six comparable commercial service airports measured in July 2002, San Luis Obispo County Airports has the lowest number of employees per 10,000 enplanements with .65 as compared with a high of 8.20 in Ventura County. The number of employees per 10,000 operations is .65, compared with Monterey's high of 3.93. In short, we are a busy airport with "lean" staffing levels. We expect we can raise our target to .75 because enplanements are rising and we are not adding staff next year.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Reserves as a percentage of overall Airports operating budget.	New Measure	New Measure	New Measure	10%	0%	Measure to be eliminated

What: The measures the Airports Enterprise Fund's "savings account" in relation to its total operating budget. Board policy allows for the accumulation of reserves in the Airports Enterprise Fund.

Why: Reserves are necessary to insure the long term financial stability of the Airports Enterprise Fund.

How are we doing? Beginning this year, due to new government financial reporting requirements(GASB 34), airports must now budget for capital projects within their operating budgets. Because of this we must meet our expenses with revenues as we go through the year. Having several projects ongoing, we cannot build reserves within the budget as we have in the past. We would like to eliminate this as a true measure of performance and replace it next year with a more meaningful measure.

Department Goal: Engage in sound long range planning activities (i.e., the Airport Master Plan) to insure the continued economic vitality of the Airport.

Communitywide Result Link: A livable and prosperous community.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Growth in four measurements of economic benefit the Airport brings to the County of San Luis Obispo.	JS: 1,647 P:$35.9 mil SF: $95.7 mill VA:$71.6mil	New Measure	Unable to obtain	Greater than FY 01/02 results	Data not available	Measure to be eliminated

What: Measures the benefits associated with the presence of the airport. JS measures "jobs supported" by the airport; P measures the associated "payroll"; SF measures the direct "spending flow" generated by the airport; and VA measures in dollars the "value added" benefits associated with the airport.

Why: It demonstrates, in measurable terms, the economic importance of the airport to the community.

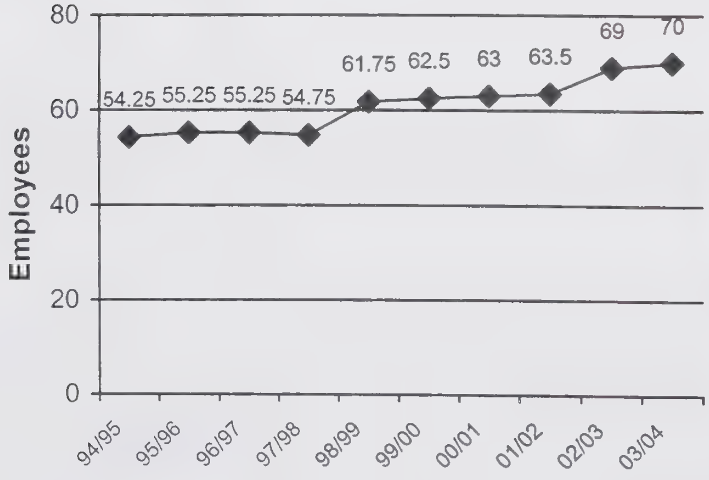
How are we doing? The FY 00-01 actual results came from the most recent annual UCSB economic forecast. Unfortunately, we are unable to obtain the information needed to track or project results. Furthermore, we have re-evaluated this item as a measure of true performance of our staff and wish to eliminate this performance measure and to replace it with a more meaningful one for next year.

MISSION STATEMENT

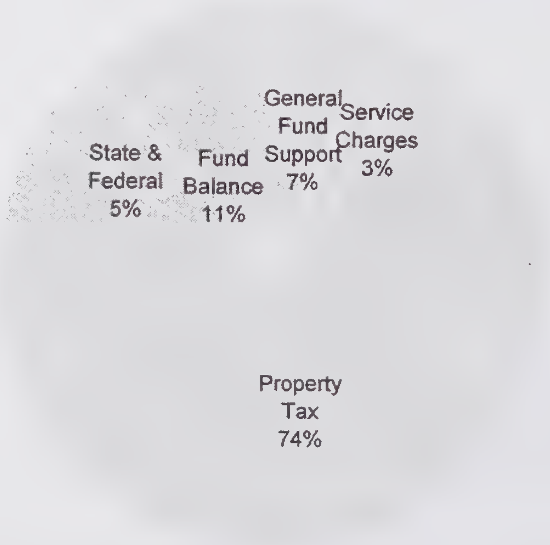
The mission of the San Luis Obispo City/County Library is to provide materials and services to people seeking knowledge, lifelong learning, and recreation.

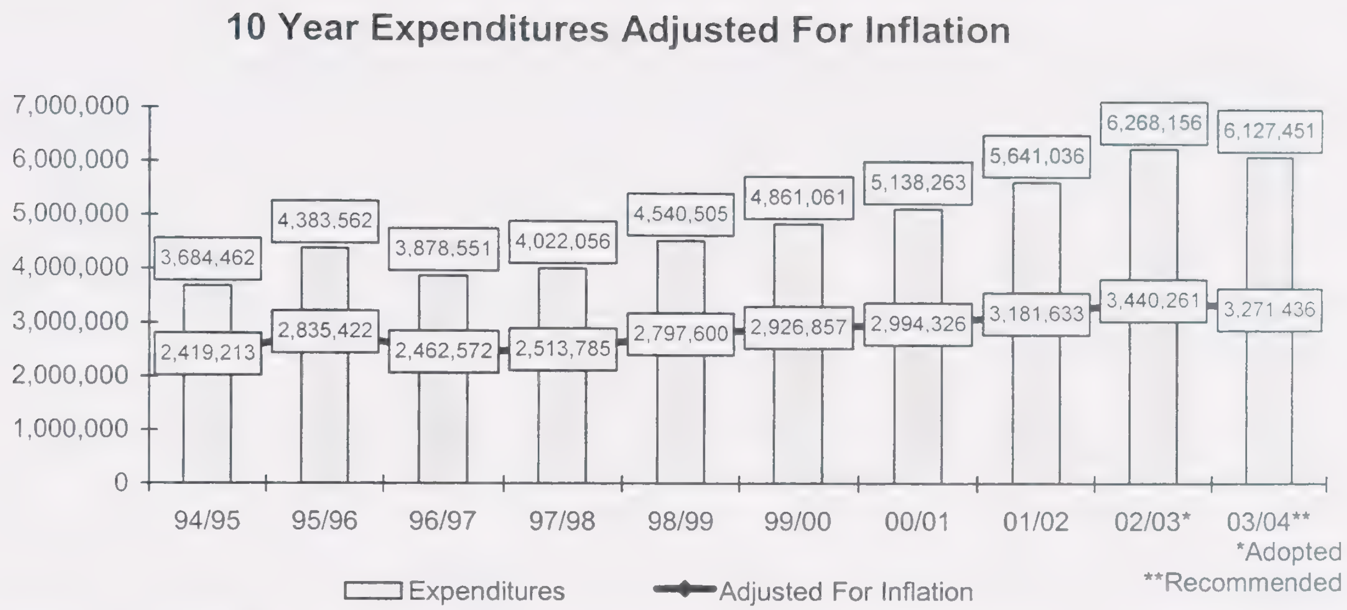
Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 3,128,780	$ 3,516,258	$ 3,893,185	$ 3,893,185	$ 3,893,185
Services and Supplies	2,149,520	1,995,905	2,153,666	2,233,666	2,233,666
Other Charges	131,035	523	600	600	600
Fixed Assets	231,701	0	0	0	0
Gross Expenditures	$ 5,641,036	$ 5,512,686	$ 6,047,451	$ 6,127,451	$ 6,127,451
Contingencies	$ 0	$ 0	$ 300,000	$ 300,000	$ 598,110
New Reserves	65,039	191,833	0	0	0
Total Financing Requirements	$ 5,706,075	$ 5,704,519	$ 6,347,451	$ 6,427,451	$ 6,725,561
Revenues	$ 5,677,350	$ 5,854,912	$ 5,650,954	$ 5,730,954	$ 5,730,954
Fund Balance Available	597,460	859,067	696,497	696,497	994,607
Cancelled Reserves	71,270	650,000	0	0	0
Total Financing Sources	$ 6,346,080	$ 7,363,979	$ 6,347,451	$ 6,427,451	$ 6,725,561

Number of Employees
(Full Time Equivalent)



Source of Funds





SERVICE PROGRAMS

Library

Maintain and manage a countywide library system with strong regional libraries, coordinating with smaller branch libraries and a bookmobile, to provide books, materials, and services, to effectively and efficiently meet community needs. Design and implement customized library services to meet the needs of specific locales and groups including children, Spanish speakers, and off-site users.

Total Expenditures: $6,127,451 Total Staffing (FTE): 70.0

DEPARTMENT COMMENTS

The San Luis Obispo City-County Library is well-positioned to make dramatic improvements in the value of services delivered to its countywide customer base. As a part of its overall strategic planning process, the Library has: developed useful, measurable budget and service outcomes; conducted a countywide "20/20" vision community meeting process in Spring 2002; strengthened its Foundation activities; designed customer exit survey and active voter telephone survey documents; and begun to plan for redesign of some branch library service patterns to a retail, self-service mode.

Two key budget outcomes involve: updating our book and materials collections, and promoting remote access to library collections and services via the Internet. In FY 2002-03, all branch libraries weeded out older items in the area of science, technology, and consumer health. In the coming year, the focus will be on the popular areas of gardening and landscape architecture. Publicity and technological improvements have helped more customers use full text magazines and newspapers from home or office, any time of the day or night.

Ongoing Library building projects have produced mixed results. After much delay, the new Creston modular building should be open to the public in late Spring 2003. The Los Osos expansion remains caught in a protected snail, Habitat Conservation Plan process. Initial discussions have begun to assess the Cambria building to create ADA accessible rest rooms and a staff break room. ADA restroom work is also planned at the South County branch in Arroyo Grande.

Current reductions by the State to the Public Library Fund (PLF), and the uncertainty about possible further reductions to PLF and Vehicle License Fees (VLF) make the Library's revenue stream for the coming fiscal year quite uncertain. Other State reductions are being discussed, such as elimination of Transaction Based Reimbursements (funds received for loaning materials to other public libraries in California). All in all, these factors make sensible planning for the coming year very difficult. Because of the large role State subventions play in the Library Budget, revenues and service levels may well be reduced in the coming fiscal year. The active voter telephone survey document mentioned should give reliable guidance as to whether a Library funding election is feasible. Ultimately, strong public library service in San Luis Obispo County is a matter for the voters to decide.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

There is uncertainty around the Library's revenues as a result of the State budget crisis. We have recommended what we believe will be the worse case scenario for the revenues provided by the State. The Public Library Fund (State Funded) is budgeted at 65% less or $191,295 below FY 02-03 levels and the State Vehicle License Fee revenue is budgeted at 30% less or $50,000 below FY 02-03 levels. These losses are offset by a 12% or $490,000 budgeted increase in property tax revenue as housing prices in the county continue to soar. Even with the large reductions in funding provided by the State, operating revenues are increasing 5% or $283,000 over FY 02-03.

The FY 02-03 budget included $641,000 in capital projects for ADA updates and for the Los Osos Library which was funded by the cancellation of reserves. There are not any new capital projects planned for this upcoming year. No reserves are being cancelled this year.

Total expenditures are decreasing $140,000 or 2%. Excluding one-time expenses for capital projects in the FY 02-03 Adopted Budget, operating expenses are recommended to increase $500,000 or 9% in FY 03-04. Costs associated with Salaries and Benefits are increasing 12% or $439,000. This is a result of prevailing wage and regular step increases. Also, one Supervising Library Assistant is being reclassified to a Librarian I/II per the October reclassification window period. In addition, one Department Automation Specialist (DAS) moved from the Information Technology Department to the Library and is reflected in the Library's salaries and benefits expenses. Previously, the Library budgeted for this position in their services and supplies expenses. There is a $61,000 or 2% increase to the services and supplies accounts due primarily to a $63,000 increase for books and materials. Contingencies are budgeted at 39% less or $197,011 below FY 02-03. Monies are not budgeted for new reserves this year. Forty thousand dollars is budgeted for research relating to a potential ballot initiative to increase sales taxes in order to expand the Library's services and to potentially place the initiative on the ballot during the March 2004 elections.

BOARD ADOPTED CHANGES

The fund balance for fiscal year 02-03 was budgeted at $696,497, actual was $994,607. The difference was put into contingencies.

GOALS AND PERFORMANCE MEASURES

Department Goal: Maximize public access to library facilities.

Communitywide Result Link: A livable community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of hours per week the 15 branch locations are open to the public as compared to an ideal schedule of hours.	395 = 73.69%	74.5%	397 = 74%	399 = 74.5%	399 = 74.5%	399 = 74.5%

What: Ideal weekly schedule of open hours is defined by the size of the population served: 0 to 500 residents, 10 hrs; 500 to 5,000 residents, 20 hrs; 5,000 to 15,000 residents, 54 hrs; 15,000 residents and up, 60 hrs. Using this criteria, ideal open hours for all libraries would be 536 hours per week for all our libraries.

Why: Ideal open hours ensure maximum utilization by community members.

How are we doing? The December, 1998, EMRG survey indicated that the best way to improve local library service was to open libraries in evenings and weekends. Community meetings held in 2002 verified that library users wanted an increase in hours open to the public. Financial limitations only allowed the addition of two additional hours in Nipomo during 2001. In 2003 Santa Margarita Branch Library will open during the lunch hour, an option made possible by an increase in staff in 2002-03. Currently, no library is open the ideal schedule.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of square feet of library building space per capita depending on population of community served.	.278 sq.ft. per capita	.28 sq.ft. per capita	.290 sq.ft.per capita	.299 sq.ft. per capita	.283 sq.ft. per capita	.283 sq.ft. per capita

What: Square footage of existing libraries in California range between 0.5 and 0.8 depending on the size of the population served. Under 10,000, 0.7 to 0.8 sq. ft. per capita; 10,000 to 35,000, 0.6 to 0.65 sq. ft. per capita; 35,000 to 100,000, 0.5 to 0.6 sq. ft. per capita, with an overall average of 0.68 sq. ft. per capita.

Why: Adequate square footage enables libraries to provide diverse materials, services, and programs to meet community needs.

How are we doing? San Luis Obispo's results are substantially lower than the sq. ft. per capita for existing California libraries. In 2001/02 Shell Beach branch library added 500 sq. ft. The target for 2002-03 included a new modular for Creston, increasing the sq. ft. by 654. Construction of the Los Osos Branch Library, scheduled for Fall of 2002, has been postponed, pending resolution of environmental issues. Current estimate of completion is 2004/05, increasing the sq. ft. by 3,000. In selected areas of the county, including Templeton, Cambria and Atascadero, citizen advocacy groups are currently working with Library Administration to build and expand libraries. Projected results for 02-03 have decreased because population has increased (SLOCOG pop. figures for 2002). The target figure for 03-04 does not include construction of the Los Osos Branch as completion date may not occur until 05.

Department Goal: To provide a diverse collection of books, materials, and resources to meet the research, educational, and recreational needs of community members.

Communitywide Result Link: A livable community.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Annual number of items circulated per capita.	7.03	7.40	7.6	7.40	8.13	8.93

What: The average annual number of items circulated per resident for public libraries serving comparable populations is 6.67. Forty-eight public libraries serving a population of 200,000 to 250,000 across the nation were used for the statistical sample (*Public Library Data Service 2002*).

Why: High circulation reflects success in meeting recreational reading and information needs of county residents.

How are we doing? Our circulation per capita compares favorably to other similar public libraries throughout the nation. The total number of books and library materials that circulated in the county in 01/02 was 1,695,394, an increase of 76,718 items. Anticipated circulation for 2002-03 is 1,852,551.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Annual expenditures per capita for library materials to include new and replacement copies.	$2.67	$2.32	$2.42	$2.09	$2.06	$2.06

What: The average annual expenditure per capita for library materials in libraries serving comparable populations is $3.64. Forty-eight public libraries serving a population of 200,000 to 250,000 across the nation were used for the statistical sample (*Public Library Data Service 2002*).

Why: Adequate funding is needed to keep a viable and current collection of library materials.

How are we doing? Expenditure per capita is low compared to similar public libraries throughout the nation. Limited finances, coupled with increases in uncontrollable costs, will result in fewer dollars being spent on books and materials.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of the science, technology and consumer health materials, systemwide, which are current.	New Measure	70%	27%	50%	50%	65%

What: All science, technology and consumer health materials, systemwide, should be current (Current is defined as published within the last 5 years.)

Why: These subjects are time critical and become obsolete quickly.

How are we doing? In 2001, 27% of science, technology and consumer health materials were current. The individual exception to this was the SLO City library where 72% of science, technology and consumer health materials were current due to a $30,000 grant for consumer health materials. Woefully out of date materials in the other branch libraries reflect the very low systemwide percentage. By adding staff in the FY 02-03 budget, we expect to weed a significant number of out of date materials and increase the percentage of current materials to 50% systemwide. Weeding of outdated materials and purchasing of new materials did not occur early enough in 02 to reflect in actual results for 01/02.

Department Goal: Maintain the telecommunication infrastructure and equipment necessary to provide delivery of electronic resources and services to the public, both on-site and off-site, in an effective and efficient manner.

Communitywide Result Link: A livable community.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of times the Library's homepage is accessed through the Internet.	New Measure	Revised Measure	33,110	22,500	69,451	76,500

What: Electronic access to Library information is available through the Internet and can be accessed from home and business.

Why: Accessing Library information in an electronic format from home and business is convenient and can be done when library buildings are closed.

How are we doing? Library patrons can access the library's homepage from home and business. We anticipate increased usage as this service is promoted.

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Numbers of library patrons that access information from electronic versions of newspapers, magazines and other library purchased information resources.	New Measure	Revised Measure	12,156	18,000	13,311	14,500

What: Library purchased electronic versions of newspapers, magazines and other information resources are available in the library and from home and business.

Why: Library funded subscriptions to electronic versions of magazines and newspapers increase the number of educational, cultural and recreational resources available to the public.

How are we doing? The Library currently subscribes to 700 magazines and newspapers in an electronic format which are available through library and personal computers. Articles can be printed, down-loaded to a disk or e-mailed to home or business. We anticipate increased usage as this service is promoted.

8. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Annual expenditures per capita for total Library budget.	$21.87	New Measure	$23.11	$28.20	$27.28	$29.42

What: The average annual expenditure per capita for the total library budget in libraries serving comparable populations is $25.04. Forty-eight public libraries serving a population of 200,000 to 250,000 across the nation were used for the statistical sample (*Public Library Data Service 2002*).

Why: Adequate funding is vital to providing excellent library service.

How are we doing? The actual results for 2001-02 are slightly lower than the average of public libraries surveyed. However, one of the libraries surveyed, our neighbor Santa Cruz City-County Library was significantly higher at $53.32.

9. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of community members that rate Library services in the county as good to excellent.	65.9%	New Measure	75%	75%	80%	80%

What: This measures the extent to which the public is satisfied with Library services.

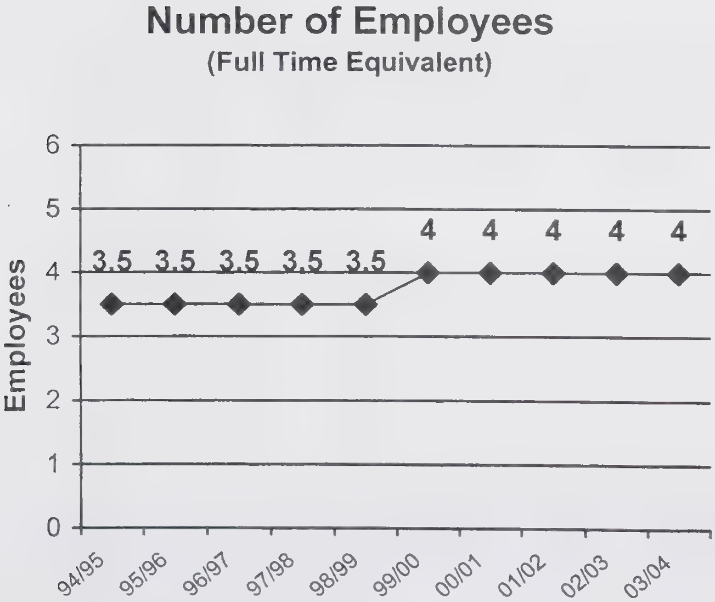
Why: Libraries provide access to information in a wide variety of formats that increase the educational, cultural and recreational opportunities in a community.

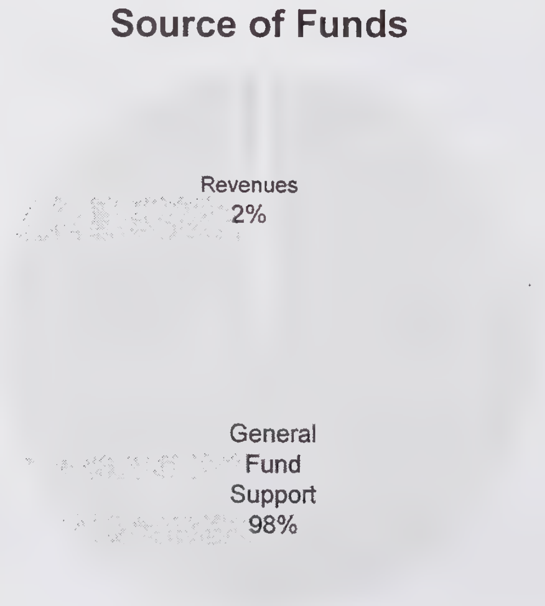
How are we doing? The 2001 Comprehensive Report Action for Healthy Communities indicates that 75% of the population surveyed indicated that library service in the county was very good or excellent. The Library is working with Taylor and Associates to develop a customer service satisfaction survey that will be used semi-annually. This will begin in Spring 2003 and will be incorporated into the Library's 2004/05 performance measures.

MISSION STATEMENT

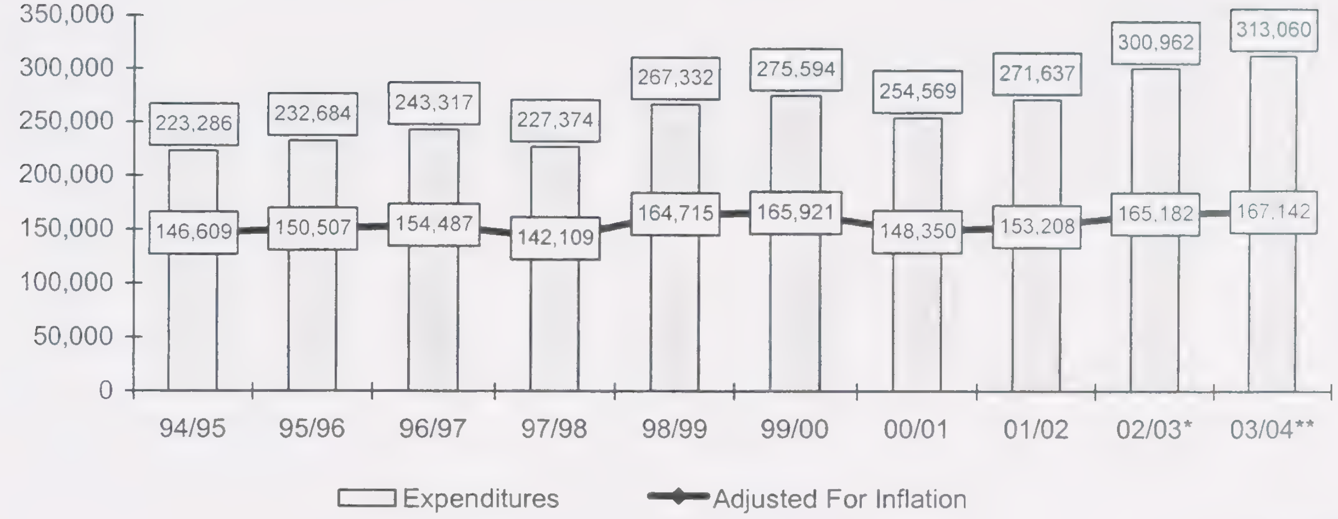
To serve San Luis Obispo County through the development, sharing, and application of knowledge in agriculture sustainability, natural resource conservation, and youth and family development.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 201,491	$ 195,315	$ 228,010	$ 228,010	$ 228,010
Services and Supplies	68,449	84,841	90,145	85,050	85,050
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 269,940	$ 280,156	$ 318,155	$ 313,060	$ 313,060
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 269,940	$ 280,156	$ 318,155	$ 313,060	$ 313,060
Revenues	5,271	6,061	6,200	6,200	6,200
General Fund Support (G.F.S.)	$ 264,669	$ 274,095	$ 311,955	$ 306,860	$ 306,860





10 Year Expenditures Adjusted For Inflation



*Adopted
**Recommended

SERVICE PROGRAMS

Natural Resources

The Natural Resources Service Program assists landowners, county and city planners, and agency personnel to: 1) understand and assess the importance and status of watersheds, wildlife habitat, and oak woodlands; and 2) assist them in developing and applying sustainable management practices based on research-based principles.

Total Expenditures: $86,894 Total FTE: 1.0

Agriculture

The Agriculture Service Program provides growers and related agricultural personnel with objective, research-based information and programming on sustainable crops, livestock, and range production, including the maintenance of natural resources.

Total Expenditures: $106,918 Total FTE: 1.0

Youth and Family

The Youth and Family Service Program provides objective, research-based information for individuals, families, and professionals to: 1) strengthen the capacities of families, communities, and organizations in contributing to the productive development of youth; and 2) strengthen the capacities of individuals and families to become self-sufficient through life skills development related to human health and nutrition, food safety, and money management.

Total Expenditures: $119,248 Total FTE: 2.0

DEPARTMENT COMMENTS

San Luis Obispo County leverages nearly six dollars for every dollar it spends to support the Farm Advisor/Cooperative Extension Department. In FY 2001-02, non-County sources provided $1,565,047 in support for Cooperative Extension's work in agricultural sustainability, natural resource conservation, and youth and family development in our County. During the same period, the County contributed $264,669 to Cooperative Extension Non-County contributions are from the University of California, USDA, grants, and gifts. In addition to our ability to leverage County dollars with other dollars, we conservatively estimate a value of Cooperative Extension volunteer time to be $525,000. Our 397 trained volunteers contribute to the well-being and vitality of the County and its communities.

The Farm Advisor/Cooperative Extension supports four of the five Communitywide Results:

Our **Natural Resource** programs contribute to ***A Livable Community*** through the conservation of oak woodlands and by decreasing non-point water pollution. Educational programs and applied research trials provide local growers and ranchers, as well as governmental and environmental agencies, practical information for conserving natural habitats and improving water quality. To date, owners and managers representing 20% of rangeland and farm acreage in the County have completed one of our water quality short courses and most have implemented practices to improve the water quality of their land. During FY 03-04 we will introduce a new short course on Wildlife Habitat Conservation, expand our offerings of Farm Water Quality Short Course and continue our work in rangeland water quality, sudden oak death, oak woodlands conservation, forage trials, and the Master Gardener Program.

Our **Agriculture** programs contribute to ***A Prosperous Community*** by strengthening our agricultural industries. Educational programs and applied research trials provide our local growers and ranchers information needed to make sound management decisions regarding crop selection, irrigation, fertilization, animal health and feeding practices, and pest management. Currently, more than 90% of the participants in our educational programs indicate a useful and meaningful gain of knowledge to assist them in their agricultural enterprises. During FY 03-04 our work will focus on the identification and new controls of the Vine Mealy Bug and other agricultural pests, conservation of water through irrigation trials, beef quality assurance, and evaluation of new agricultural crops.

Our **Youth and Family programs** contribute to ***A Healthy Community*** through quality programs in nutrition, food safety, parenting, and positive youth development. With 1,400 members, San Luis Obispo is the fourth largest 4-H Club program in California. We serve 2,000+ additional youth through our in-school nutrition and gardening program. We will expand our classroom youth nutrition education program, develop a new family nutrition and fitness program, and continue our work with youth asset development and the 4-H Club program during FY 03-04.

Wise fiscal management of the County funds provided to our department contributes to ***A Well Governed Community.*** During FY 01-02 we provided services to County residents at the cost of $0.20/agricultural acre as compared to $0.34/agricultural acre for benchmark counties.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for the Farm Advisor has increased by 5% ($15,398) compared to current year due to midyear prevailing wage adjustments. Potential cuts by the State to the University of California Public Service program, which consists mainly of Cooperative Extension, may cause a reduction in the number of Advisors assigned to San Luis Obispo County. A cut in Advisors would affect the department's educational and research programs which include agricultural water quality planning courses, the Master Gardener and 4-H Club Programs. In addition, it is anticipated that there will be a reduction in spending for temporary help employees hired to assist the Advisors in the field if there are statewide funding reductions for Cooperative Extensions.

BOARD ADOPTED CHANGES

None.

GOALS/PERFORMANCE MEASURES

Department Goal: To conserve our natural resources.

Communitywide Result Link: A livable community. A healthy community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of farmers/ranchers who participate in farm water quality planning courses that draft management plans which include non-point source water pollution reduction strategies and management goals for their agricultural operations. (For FY 03-04 this measure is being changed to percentage of agricultural acreage where the owner(s) and/or mangers(s) have completed a Cooperative Extension water quality short course to learn how to prepare water quality plans that include non-point water pollution reduction strategies and water quality management goals.)	New Measure	50%	29%	35%	35%	23%

What: This educational measure is to assist owners and managers of agricultural land in managing difficult to pinpoint sources of water pollution, commonly referred to as non-point source water pollution.

Why: Reduction of non-point source water pollution is critical for the environment, especially the environment of streams/creeks and the ocean. Knowledge gain is a key factor in promoting positive behavior change to improve water quality on agriculture land.

How are we doing? During FY 01-02, 29% of participants in our water quality short courses successfully developed water quality plans for their farms and ranches. Originally, we had targeted 50% of participants to develop plans, but readjusted our target to 30% midyear. We learned that the time and effort it takes for growers and ranchers to draft plans often encompass more than a year to complete a plan. The performance measure is being changed for FY 03-04 to more accurately reflect the extent to which Cooperative Extension's water quality training and planning efforts have penetrated into the agricultural community.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of participants in workshops on habitat restoration and management practices that adopt practices detailed in the workshops.	New Measure	50%	87%	40%	40%	50%

What: Research has shown that environmental habitats can be restored and maintained through practices such as oak tree planting, use of nest-boxes, and riparian enhancement.

Why: The loss of habitat for wildlife is a biologically important and high visibility issue, which can be remedied.

How are we doing? Considering the costs and time necessary to implement habitat restoration efforts, it was surprising that 87% of workshop participants implemented recommended restoration practices during FY 01-02. More than 50% of participants implementing restoration practice is highly ambitious and probably not sustainable over time.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of households that receive information on sustainable gardening.	950 phone consultations	1,000 phone consultations	977 phone consultations	1,050 phone consultations	1,000 phone consultations	1,000 phone consultations

What: This educational measure explains our efforts to reach "backyard gardeners" with objective and useful environmental sensitive information on backyard irrigation, fertilization, composting, and pest management.

Why: "Backyard gardeners" use large amounts of pesticides, nitrogen and phosphorous and other cultural practices that are not monitored for environmental safety.

How are we doing? Trained and certified Master Gardeners provided nearly 1,000 San Luis Obispo County residents accurate and needed home gardening information during FY 01-02.

Department Goal: To strengthen our agricultural industries.

Communitywide Result Link: A prosperous community.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of participants that report a gain of meaningful and useful knowledge as a result of participation in short courses, workshops, and field days.	New Measure	90%	100%	90%	90%	95%

What: This measure will tell us how many participants in our agricultural sustainability and profitability programs gained useful and meaningful information.

Why: Knowledge gain is a key factor in promoting positive change in behavior for agricultural practices.

How are we doing? Program ratings during FY 01-02 indicate 100% of participants reported a useful/meaningful knowledge gain by attending our workshops. However, a 100% target is extremely ambitious and probably not sustainable over time.

Department Goal: To help youth and families grow strong.

Communitywide Result Link: A healthy community

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of participants in Cooperative Extension workshops that report a useful gain of knowledge as a result of information presented.	New Measure	75%	100%	80%	80%	85%

What: This measure tells us how many participants gained useful and meaningful information from our workshops. Our workshops focus on the areas of quality parenting skills, youth development issues, food safety practices, and wise nutritional choices.

Why: Knowledge gain is a key factor for positive behavior change regarding parenting, youth development, food safety, or nutrition.

How are we doing? Pre/post tests and evaluations conducted for our programs on nutrition, food safety, youth development, and parenting indicate a useful knowledge gain by 100% of our participants during FY 01-02. However, a 100% target is ambitious and probably not sustainable over time.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of program participants that report a change in positive behavior as a result of their participation in an educational program.	New Measure	50%	89%	55%	55%	75%

What: This measure will tell us how many people made a positive behavioral change as a result of participation in our educational programs on parenting, positive youth development, food safety, or nutrition.

Why: Positive behavior changes in parenting practices, youth development, food safety practices, or wise nutritional choices contribute to a healthy community.

How are we doing? During FY 01-02, 89% of participants indicated a positive behavior change based on information presented in our programs. Targeting 75% of participants for behavior change during FY 03-04 is ambitious, but attainable due to the high quality of our educational programming.

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of first year of 4-H Club members that re-enroll for a second year of 4-H membership.	New Measure	75%	77%	80%	80%	80%

What: This measure will track the number of first year 4-H club members that enroll for a second year in the program.

Why: Re-enrollment of 4-H members is an indicator of the quality of the program for members and their parents/guardians.

How are we doing? During FY 01-02, 77%of first year 4-H members re-enrolled in the 4-H program. A target of 80% re-enrollment for first year members during FY 03-04 is an ambitious target, but given the high quality of our program, we believe the 80% is attainable.

Department Goal: To cost-effectively manage the Farm Advisor Department.

Communitywide Result Link: A well-governed community.

8. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
San Luis Obispo County fiscal contributions to the Farm Advisor budget based on agricultural acreage as compared to the six benchmark counties.	$0.20/ag acre for San Luis Obispo County compared to $0.30/ag acre for benchmark counties	$0.20/ag acre for San Luis Obispo County compared to $0.34/ag acre for benchmark counties.	$0.20/ag acre for San Luis Obispo County compared to $0.34/ag acre for benchmark counties.	$0.21/ag acre for San Luis Obispo County compared to $0.32/ag acre for benchmark counties	$0.24/ag acre for San Luis Obispo County compared to $0.32/ag acre for benchmark counties	$0.24/ag acre for San Luis Obispo County compared to $0.32/ag acre for benchmark counties

What: This measure indicates the County's cost/ag acre for the Farm Advisor Department. There are 1.2 million ag acres in the County.

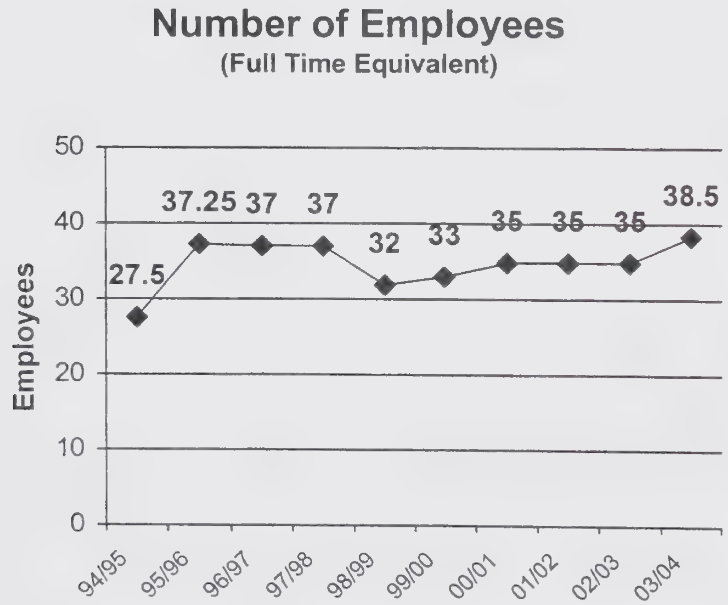
Why: San Luis Obispo County receives similar Farm Advisor services at a lower cost per ag acre than the benchmark counties.

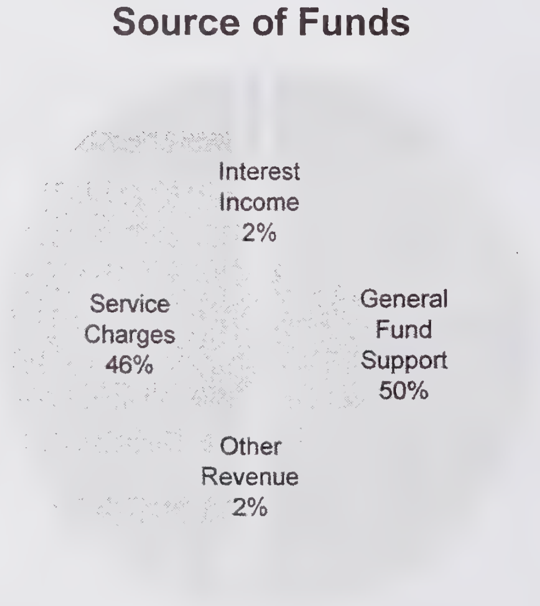
How are we doing? During FY 01-02 San Luis Obispo County, fiscal contribution to the Farm Advisor Department was $0.14/ag acre less than the average contribution for the benchmark counties.

MISSION STATEMENT

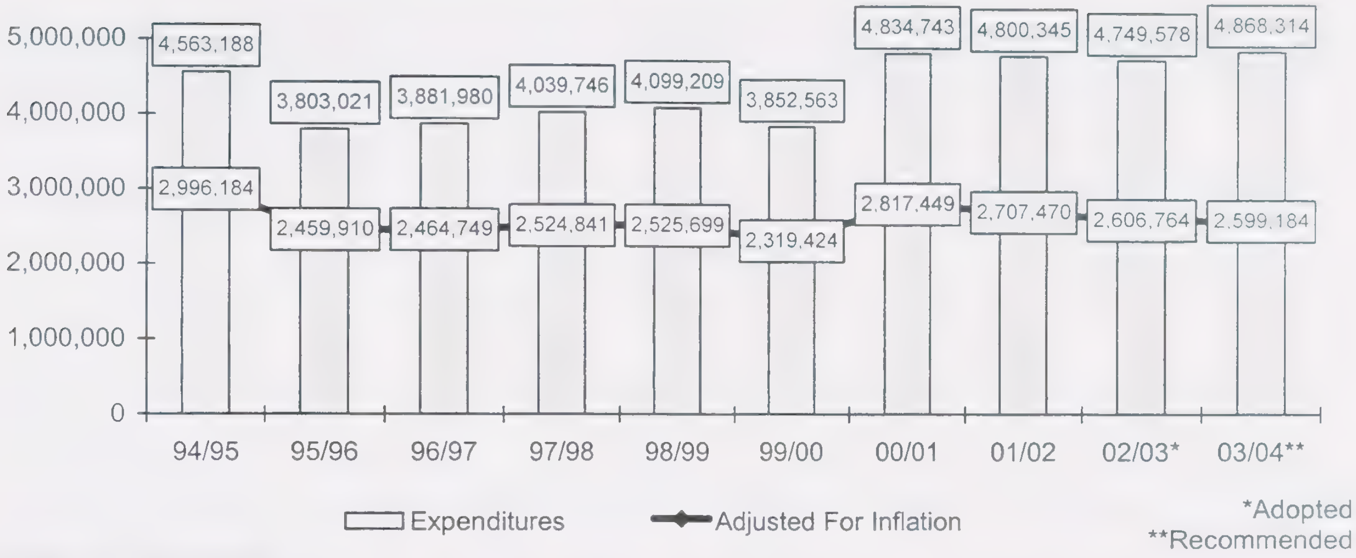
The San Luis Obispo County Parks Division ensures diversified opportunities for recreation and the personal enrichment of the County's residents and visitors while protecting its natural, cultural, and historical resources.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 2,574,079	$ 2,786,218	$ 2,868,616	$ 2,871,155	$ 2,871,155
Services and Supplies	2,059,544	1,806,452	1,983,758	1,952,659	1,952,659
Other Charges	131,322	238,396	94,500	44,500	44,500
Fixed Assets	35,400	22,894	20,000	0	0
Gross Expenditures	$ 4,800,345	$ 4,853,960	$ 4,966,874	$ 4,868,314	$ 4,868,314
Contingencies	$ 0	$ 0	$ 170,000	$ 150,000	$ 364,345
New Reserves	0	0	0	0	0
Total Financing Requirements	$ 4,800,345	$ 4,853,960	$ 5,136,874	$ 5,018,314	$ 5,232,659
Revenues	$ 4,760,219	$ 5,148,392	$ 4,869,774	$ 4,869,774	$ 4,869,774
Fund Balance Available	105,718	49,121	127,726	148,540	362,885
Cancelled Reserves	0	139,879	0	0	0
Total Financing Sources	$ 4,865,937	$ 5,337,392	$ 4,997,500	$ 5,018,314	$ 5,232,659


Number of Employees
(Full Time Equivalent)


Source of Funds

10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Parks Facilities

Manage and maintain the County-owned and/or operated parks and recreational facilities (community parks, playgrounds, tennis courts, swimming pools, coastal accessways and beaches, large regional camping facilities, biking and hiking trails, and historic adobe structure) to ensure safe and efficient operations. Design and implement recreational programs to enhance the satisfaction of residents and visitors. Manage the central reservation system for residents and visitors to reserve the use of campgrounds, group picnic facilities, and the San Luis Obispo Veteran's Hall.

Total Expenditures: $4,868,314 Total FTE: 37.5

DEPARTMENT COMMENTS

The requested Parks Budget for FY 2003–2004 has been balanced with no surplus, largely due to reduced internal funding of maintenance and capital projects which now come from Public Facility Fees and Quimby funding.

There is no increase in the General Fund subsidy being requested at this time.

The services and supplies accounts are requested to increase $56,000 or 2%. The requested increase is mostly due to funding various maintenance and rehabilitation projects that have been previously deferred. We feel that if these projects are deferred much longer, that further deteriorations will occur which may cost more to fix later. In addition, the public may be put off by some of these conditions and decide to go elsewhere which would adversely affect our revenues.

We are requesting $50,000 to begin the Santa Margarita Lake Master plan and $20,000 for a replacement pickup truck.

Revenues have increased by a net of $139,000 due to a slight increase in the number of visitors to our parks areas and the adoption of a small fee increase for some services.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The overall budget for Parks is recommended to increase 2% or just under $99,000 as compared to FY 02-03. The salaries and benefits accounts are increasing 3% or $94,000. This increase is due to prevailing wage adjustments and regular step increases granted to employees in FY 02-03. Two new permanent Park Ranger II positions and one new permanent ½ time Administrative Assistant Series position are being added to the Parks' Position Allocation List (PAL). These positions are to replace temporary workers that were previously performing the respective activities. This is being recommended in order to better comply with the County's temporary help policies and to increase the department's efficiency. There is no additional cost by adding these positions. The money added to salaries and benefits for the additional 2.5 positions is offset by an equal reduction to the amount budgeted for temporary help.

The expenditures for services and supplies are recommended to increase 1% or $25,000. There are a few major changes to the line items in this expense account including an 84% or $178,000 increase in Countywide overhead, a 20% or $69,000 decrease in maintenance, and a 30% or $36,500 reduction in spending on professional services. There are also minor adjustments to several other line items.

Contingencies are budgeted at $150,000, which is 3% of the total recommended budget.

Revenues have increased by an amount equal to expenses, 2%. Camping fees revenue is projected to increase 20% or $60,000 and service charge revenue is increasing $91,000 or 6%.

The amount of General Fund money received by Parks, $2,441,141, is recommended to stay the same as FY 02-03. This actually represents a 2% increase to the level of General Fund support that Parks is receiving as compared to FY 02-03. The FY 02-03 budget included $50,000 of General Fund money for a one-time expense to conduct an environmental review for an update to the Parks' Recreation Element.

The department's requests for a replacement pick-up truck and to create a master plan for Santa Margarita Lake are not being recommended due to a lack of available funding.

BOARD ADOPTED CHANGES

The fiscal year fund balance was budgeted at $148,540, actual was $362,885. The additional dollars were put into contingencies.

GOALS AND PERFORMANCE MEASURES

Department Goal: Cost-effectively operate and maintain County-owned and/or operated parks and recreation facilities to enhance recreational opportunities for residents and visitors.

Communitywide Result Link: A livable community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Square footage of high maintenance intensive park facilities maintained per full time equivalent employee	121,445 sq.ft./FTE	126,000 sq.ft./FTE	126,289 sq.ft./FTE	130,000 sq.ft./FTE	144,017 sq.ft./FTE	150,000 sq.ft./FTE

What: The ratio of full time equivalent employees to the square feet of park facilities requiring regular, intense maintenance.

Why: While County Parks manages over 13,000 acres of parks, trails and open space, developed park facilities like playgrounds and campsites have the greatest direct impact on staff resources. This ratio will track the direct impact of adding more developed facilities to the County Park system.

How are we doing? During the past several years, the amount of developed improvements managed per employee has gradually grown as new facilities and in-fill have added to the maintenance workload while staffing levels have remained steady with the exception of .6 FTE added in FY 02-03 (via Temporary Help) to offset the addition of Avila Park. The workload per employee has risen nearly 19% over the past 2 years. Without additional funding to augment staff, the target measure will continue to increase, potentially decreasing the quality of maintenance provided, likely resulting in reduced community satisfaction and reduced public safety.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Annual program costs per visitor-day at County recreation facilities.	$1.79	$1.46	$1.62	$1.79	$1.63	$1.60

What: The ratio of Total Financing Sources (combined user fees, General Fund contribution, FBA, etc.) to the total number of annual visitor-days at Park facilities.

Why: This figure reflects the efficiency of our financial commitment to the visitors using County Park facilities. Because the Parks Division is an important supporting factor in the County's tourist economy, tracking the total visitor-day spending rather than simply spending per County resident is more relevant.

How are we doing? Our expenditures per visitor compare favorably to comparable counties which range from a low of $1.17 (Santa Barbara) to a high of $10.56 (Santa Cruz). Average of 5 comparable counties with Parks programs is approximately $4.90 per visitor. The downward trend over recent years reflects the program's growth in visitation exceeding its growth in funding. While the Actual Results achieved for FY 01-02 did not reach the levels projected due to the impact of the economic downturn and decline in local tourism, a 9% drop in this factor was realized.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of facility sites inspected where no safety issues were identified.	98.6%	99%	98%	98%	98%	98%

What: All park facilities, including campsites, play equipment, structures, etc., are inspected on a quarterly basis for safety concerns. This measure reflects percentage of sites deemed not to need any safety corrections.

Why: Providing a safe environment for park visitors is a primary concern and an ongoing process. Quarterly inspections also provide a documented record of that continuous safety program.

How are we doing? Due to an aggressive inspection and correction program, safety issues are consistently kept to a minimum However, a baseline level of safety deficiencies is inevitable due to vandalism, human error, weather impacts, etc.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Annual number of safety-related incidents that occur in County-owned parks or recreational facilities per 100,000 visitors.	1.7 incidents per 100,000 visitors	1.5 incidents per 100,000 visitors	1.6 incidents per 100,000 visitors	1.5 incidents per 100,000 visitors	1.5 incidents per 100,000 visitors	1.5 incidents per 100,000 visitors

What: All staff and visitor accidents and safety related incidents are documented and analyzed for trends and recurring hazards. This measure of total annual reports per 100,000 visitors provides an overview of how safe the park environment is for visitors and staff.

Why: To ensure a positive recreational experience and limit liability exposure, it is essential that Parks provide a safe environment for our visitor and staff. Tracking incidents helps to focus on areas of concern and demonstrate our commitment to providing that safe environment.

How are we doing? Last fiscal year staff documented 43 injury/ incidents to visitors, however, most of those were the result of visitor health problems (i.e. heart attacks) or inappropriate visitor activity resulting in injury. The rate has been relatively stable over several years and appears to represent an normal baseline of risk associated with outdoor recreation.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of annual survey respondents who rate park and recreation opportunities as "good" to "excellent."	91%	85%	91%	90%	92%	92%

What: Annual telephone survey measures resident perceptions on parks and recreation opportunities in the county is conducted by the ACTION for Healthy Communities Collaborative.

Why: Quality parks and recreation opportunities are a key component of any livable community. Regularly checking in with our residents to find out how they rate those opportunities provides us with valuable customer information on which to base future resource decisions.

How are we doing? The 2001 ACTION telephone survey contained the following question which was posed to 800 randomly selected adults in the county: "How would you rate San Luis Obispo County's parks and recreation opportunities?" The survey results showed that 91% of those surveyed rated parks and recreation opportunities as good (26%), very good (40%) or excellent (25%). A slight increase is targeted for next year as Parks capital improvement program continues to provide new and expanded recreational facilities throughout the County.

Department Goal: Design and implement programs (i.e., recreation and interpretive programs, promotional awareness programs, and customer service programs) which enhance customer satisfaction for residents and visitors.

Communitywide Result Link: A livable community.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Change in total number of annual visitor days to all recreation facilities.	2,784,192 visitor days	2,750,000	3,007,999 visitor days	2,750,000 visitor days	3,010,000	3,070,000

What: This measure looks at how we are serving the recreational needs of the community by annually comparing total visitor attendance.

Why: The ultimate measure of success for our parks program is reflected in the volume of visitors we can attract. While subject to weather and the general economy, generally speaking the number of visitor days reflects both the quality of the park experience we provide and the perceived value of that experience. It also measures County Parks' contribution to the overall county tourist economy.

How are we doing? Total visitor days fluctuate over the four years due to varying weather conditions, changing economics and improved visitor rate reporting methods. Improved promotion and marketing efforts, the addition of new facilities and a nation trend toward increased family oriented, outdoor recreation since September 11 resulted in an 8% increase in visitation last year over the prior year. A more modest 2% growth is targeted as the county's population increases and staff continues to promote and develop new recreation facilities and programs.

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of residents participating in recreational programs (swim lessons, junior lifeguards, etc.)	128,380 participant-days	125,000	126,775 participant-days	125,000 participant-days	114,000 participant-days	125,000 participant-days

What: While County Parks has only a limited active-recreation program, this measure looks at how we are serving the recreational needs of the community.

Why: In many of the County's unincorporated communities, no public recreation programs are provided to our residents other than the limited summer aquatics programs provided by County Parks. The size of the population participating in those programs gives us a measure of how "livable" our communities are.

How are we doing? Staff efforts to provide free recreational swimming at all County pools by securing corporate and private sponsorships have dramatically increased program participation in the last 4 years. However, due to a cooler than usual summer and a soft economy which impacted discretionary spending, that trend was reversed in the first quarter of FY 02-03. The target for FY 03-04 is to recoup those loses.

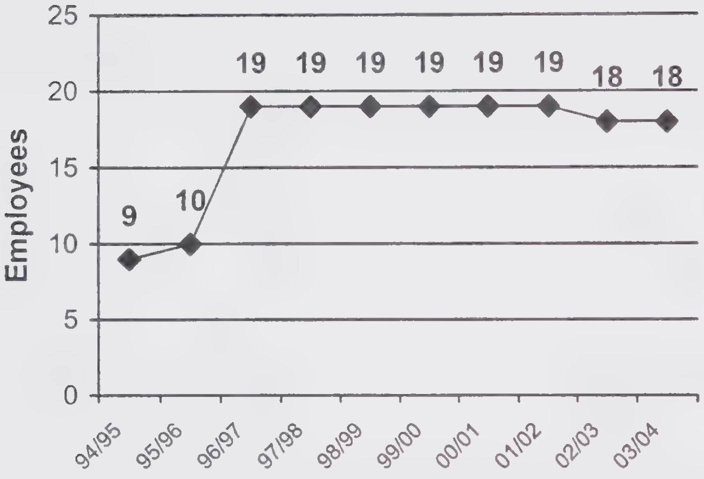
MISSION STATEMENT

San Luis Obispo County Parks Division operates and maintains 18-hole championship golf courses to enhance opportunities for recreation and personal enrichment of the County's residents and visitors.

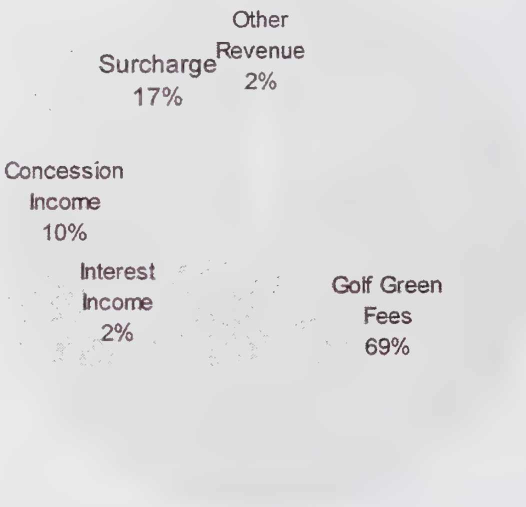
SCHEDULE 11

OPERATING DETAIL (1)	ACTUAL 2001-02 (2)	ACTUAL 2002-03 (3)	RECOMMENDED ESTIMATES 2003-04 (4)	ADOPTED ESTIMATES 2003-04 (5)
REVENUES:				
OPERATING REVENUES				
Golf Green Fees	2,287,840	2,004,937	2,304,303	2,304,303
Concessionaire Income	241,532	276,309	344,062	344,062
Green Fee Surcharge	525,735	520,570	566,100	566,100
Miscellaneous	0	13,782	0	0
TOTAL OPERATING REVENUES	3,055,107	2,815,598	3,214,465	3,214,465
NONOPERATING REVENUES				
State Aid - Nuclear	0	0	0	0
Interest	24,283	47,004	72,000	72,000
Rental Income-Bldg.	0	0	0	0
Sale of Fixed Assets	(14,191)	0	0	0
Other	62,163	42,108	61,141	61,141
Transfer in fm GF for Equip	0	0	0	0
Residual Equity Trans In	0	0	0	0
TOTAL NONOPERATING REVENUES	72,255	89,112	133,141	133,141
TOTAL REVENUES	3,127,362	2,904,710	3,347,606	3,347,606
EXPENSES:				
OPERATING EXPENSES				
Salaries and Benefits	1,201,710	1,263,609	1,303,151	1,303,151
Services and Supplies	1,215,897	1,435,729	1,257,898	1,257,898
Depreciation	393,529	398,796	377,238	377,238
TOTAL OPERATING EXPENSES	2,811,136	3,098,134	2,938,287	2,938,287
NONOPERATING EXPENSES				
Interest on Long-Term Debt	451,908	679,791	360,050	360,050
Transfer to Debt Service	0	0	190,000	190,000
TOTAL NONOPERATING EXPENSES	451,908	679,791	550,050	550,050
TOTAL EXPENSES	3,263,044	3,777,925	3,488,337	3,488,337
NET INCOME (LOSS)	(135,682)	(873,215)	(140,731)	(140,731)
FIXED ASSET EXPENDITURES				
Equipment	66,121	5,787	0	0
Structures, Improvements	0	0	0	0
TOTAL FIXED ASSET EXPENDITURES	66,121	5,787	0	0

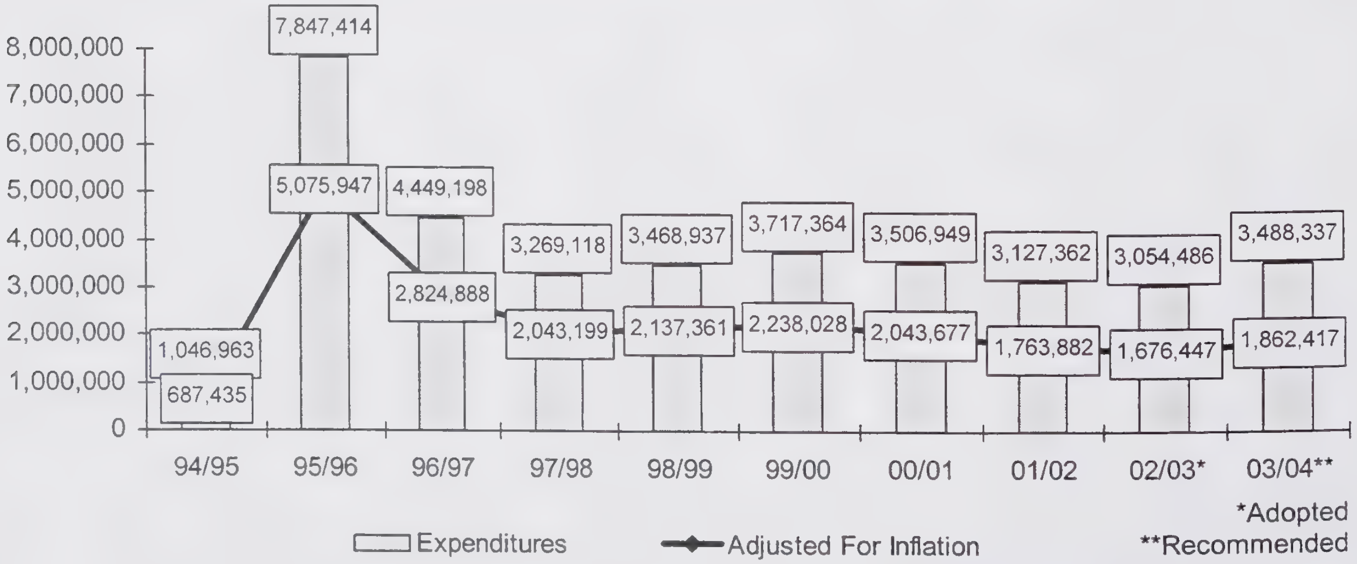
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



*Adopted
**Recommended

SERVICE PROGRAMS

Golf Courses

Own, operate, and maintain the Dairy Creek and Chalk Mountain Golf Courses. Operate and maintain the Morro Bay Golf Course, which is leased from the State of California. Supervise the performance of County employees and contracted concessionaires to enhance customer satisfaction, maintain quality control, and ensure safe, cost-effective, and efficient operation of the courses.

Total Expenditures: $3,488,337 Total Staffing (FTE): 18.0

DEPARTMENT COMMENTS

The Department of General Services, Parks Division, is submitting its FY 03/04 budget for the Golf Courses with a proposed loss of $ 140,731, including depreciation. This amount includes a $50,000 payment on the debt service loan from the Parks budget and $377,238 in depreciation.

Salaries have risen by $48,213 due to step increases and prevailing wage adjustments. No new positions are being requested.

The services and supplies accounts have decreased by $72,400 or 5% under the prior year. Countywide Overhead charges decreased by $63,255 which accounts for most of that amount. Significant value purchases have also been trimmed.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for FY 03-04 will look a bit different than in years past. This year, Budget Unit 4912, Golf Course Debt Service, is being combined with Budget Unit 4161, the General Golf Course Budget. This is being done in order to better reflect the total revenues and expenses associated with the Golf Course's operations.

Total operating expenses for FY 03-04 are recommended to decrease $26,961 as compared to the FY 02-03 adopted budget (please note the financial schedule in this budget book only shows the FY 02-03 **actual** expenses, this narrative is compared to the FY 02-03 **adopted** numbers. The FY 02-03 adopted numbers can be found in the FY 02-03 Final Budget book). Salaries and benefits are increasing 3.8% or $48,213 due to prevailing wage and regular step increase granted to employees during FY 02-03. Services and supplies are recommended to decrease $72,400 or 5%. This is due primarily to a $13,000 reduction in professional services expenses and a $62,000 reduction in countywide overhead charges.

Total operating revenues are relatively flat, increasing $17,000 or less than 1%.

The debt service paid on the Dairy Creek Golf Course is decreasing $132,526 or 19%. The County refinanced the loan in order to take advantage of the historically low interest rates available in today's market.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Cost-effectively operate and maintain County public golf courses to enhance recreational opportunities for residents and visitors.

Communitywide Result Link: A livable community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Annual operating costs per golf round played at County-managed golf courses.	$15.72/round	$17.00/round	$14.26/round	$17.70/round	$16.84/round	$16.03/round

What: The ratio of total operating expenses (salaries/benefits, services/supplies, depreciation and fixed assets) to the total number of rounds played at County-managed golf courses.

Why: This figure reflects the efficiency of our financial commitment to the visitors playing at County golf courses. This benchmark is useful in assessing fee structure as well as assessing the value of services provided in a very competitive market.

How are we doing? The golf market in this county is highly competitive and the success of our program is dependent on maintaining or increasing our share of that market. Significant increases in energy costs for FY 02/ 03 and a drop in rounds played resulted in an increase in the cost per round played from prior year actuals. Projections for FY 03-04 reflect substantially level expenditures with an anticipated slight increase in the number of rounds.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of facility sites inspected where no safety issues were identified.	97.2%	97.2%	97.4%	97.2%	97%	97%

What: All golf facilities, including driving ranges, pro shops, restaurants, structures, etc., are inspected on a quarterly basis for safety concerns. Unsatisfactory safety conditions are identified for correction.

Why: Providing a safe environment for the golfing public and staff is a primary concern and an ongoing process. Quarterly inspections provide a documented record of that continuous safety program.

How are we doing? The projected rating represents an average of 1 issue being identified at each golf course over the period of 4 quarterly inspections for a total of 312 discrete sites/facilities inspected annually. Due to potential for vandalism, weather induced problems, etc., the 6-10 issues identified (and corrected) each year are deemed an acceptable rate and not likely to be further reduced.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of annual survey respondents who rate the quality of the golf courses and associated facilities as "satisfactory" to "excellent".	91%	80%	99%	95%	93.2%	95%

What: Annual surveys of facility users and County residents measure public opinion about the condition of golf facilities, the variety of those facilities, the quality of staff service and the overall recreation experience of users. This measure focuses on quality of the facilities.

Why: All the efforts of staff to provide quality, safe facilities ultimately comes down to the satisfaction of facility users and County residents and their perceptions about how well we are meeting their needs. Periodic surveying of regular users helps staff better measure those opinions.

How are we doing? In FY 02-03, this measure varied at each of the County's three golf courses from a low of 86% at Morro Bay (largely due to concerns about the current quality of the cart paths) to a high of 98% at Dairy Creek. Given the relative age of the three facilities the results are not unexpected, yet all three facilities have very high customer satisfaction ratings. These survey results help focus our major maintenance and capital improvement projects.

Department Goal: Design and implement programs which enhance golfing opportunities at a reasonable cost for residents and visitors to ensure customer satisfaction.

Communitywide Result Link: A livable community.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
The total number of golf rounds played at County managed golf courses.	192,938	189,000	185,573	197,000	176,000	185,000

What: This measurement looks at the total number of rounds played at all three County golf courses relative to the prior year.

Why: The ultimate measure of success for our golf program is reflected in the volume of play we can attract in this very competitive golf market. While subject to weather and the general economy, generally speaking, rounds played reflect both the quality of the golf experience we provide and the perceived value of that experience.

How are we doing? A saturated market has resulted in a general decline in golf rounds nationwide while the broad downturn in the economy and decline in regional tourism since September 11 has exacerbated the problem locally. However, County courses are now experiencing a slight rebound in play as visitors and residents recognize the value offered at all three County courses.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of annual survey respondents who rate the overall quality of customer service for golf course staff as "satisfactory" to "excellent."	90%	90%	98%	95%	98.6%	95%

What: Annual surveys of golf course users measure public opinion about the condition and quality of those facilities, the quality of staff service and the overall recreation experience of users. This measure focuses on the customer service provided by County and concessionaire staff.

Why: All the efforts of staff to provide quality, safe facilities ultimately come down to the satisfaction of facility users and County residents and their perceptions about how well we are meeting their needs. Periodic surveying of regular users helps staff better measure those opinions.

How are we doing? The level of customer satisfaction with the quality of customer service has remained quite high in recent years due to the significant energy staff puts into this activity. Target for next year reflects the importance staff places on quality customer relations in a very competitive golf market.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of annual survey respondents who rate the overall value of County Golf courses as "satisfactory" to "excellent".	90%	96%	99%	95%	95%	95%

What: Annual surveys of golf course users measure public opinion about the condition and quality of those facilities, the quality of staff service and the overall recreation experience of users. This measure focuses on the users' overall recreation experience.

Why: All the efforts of staff to provide quality, safe facilities ultimately come down to the satisfaction of facility users and County residents and their perceptions about how well we are meeting their needs. Periodic surveying of regular users helps staff better measure those opinions.

How are we doing? Despite challenges brought from rising expenses and associated fee increases, this measure indicates that County Parks is still providing a high level of satisfaction and value to our golfing customers. Facility improvements and the quality of our current concession services should lead help us maintain this level.

County of San Luis Obispo

Fiscal & Administrative

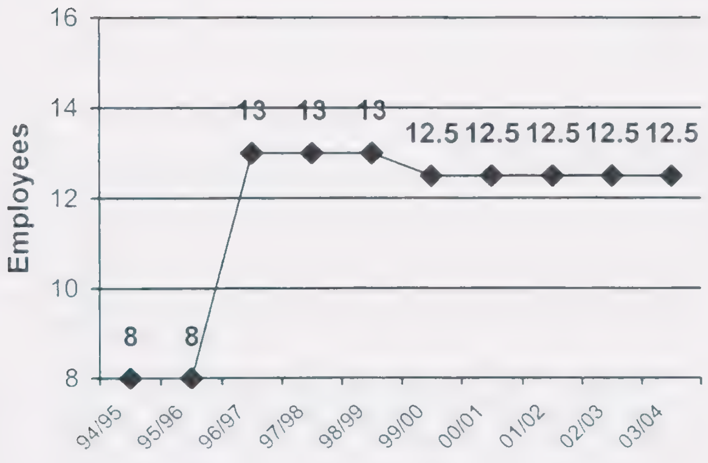
- Board of Supervisors
- Administrative Office
    - Organizational Effectiveness
- Auditor-Controller
- Treasurer-Tax Collector
- Assessor
- Clerk-Recorder

MISSION STATEMENT

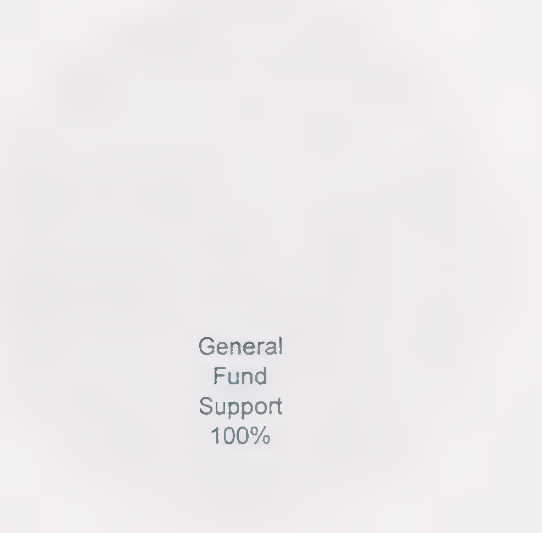
The San Luis Obispo County Board of Supervisors is the legislative arm of the County government, and is committed to the implementation of such policies and the provision of such services that will enhance the economic, environmental and social quality of life in San Luis Obispo County.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 877,172	$ 947,804	$ 980,322	$ 980,322	$ 980,322
Services and Supplies	229,543	220,468	248,502	248,502	248,502
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 1,106,715	$ 1,168,272	$ 1,228,824	$ 1,228,824	$ 1,228,824
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 1,106,715	$ 1,168,272	$ 1,228,824	$ 1,228,824	$ 1,228,824
Revenues	0	0	0	0	0
General Fund Support (G.F.S.)	$ 1,106,715	$ 1,168,272	$ 1,228,824	$ 1,228,824	$ 1,228,824

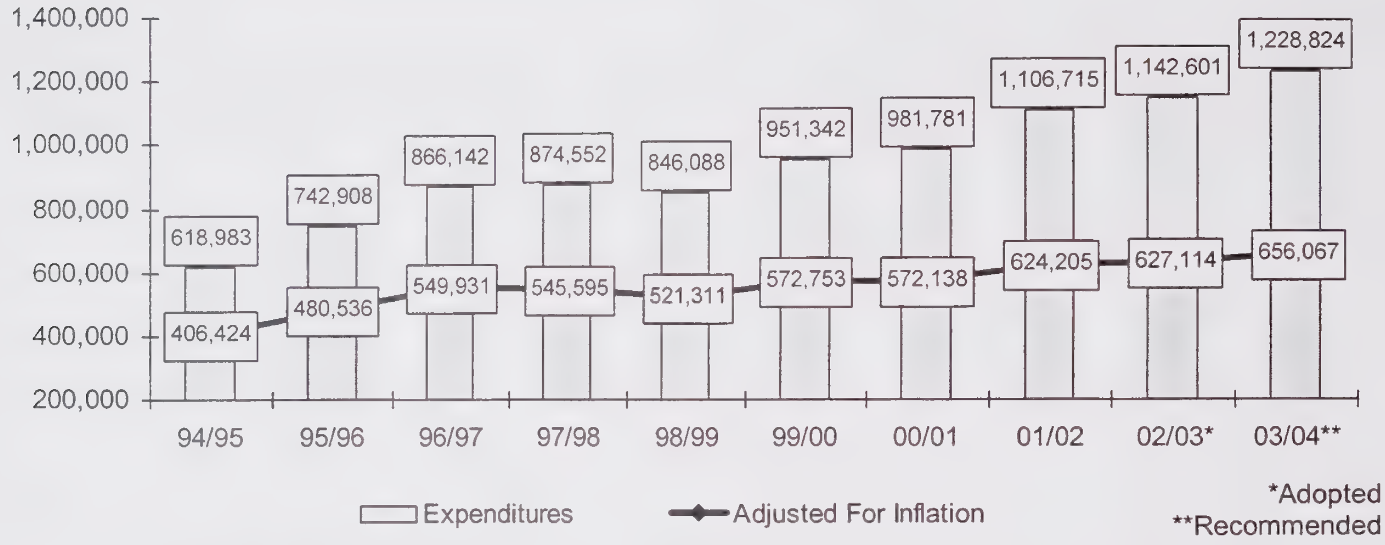
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Annual County Audits

This program complies with Government Code Section 25250, which states that it is the Board of Supervisors' duty to examine and audit the financial records of the County. In addition, this program satisfies the Federal Single Audit Act (Public law 98-502) relative to the auditing of federal monies received by the County.

Total Expenditures: $69,500 Total Staffing (FTE): 0.0

Radio and Video Broadcast Of Board Meetings

Through this program the Board seeks to reach and inform as many citizens as possible regarding the issues taken up at the weekly public business meeting of the Board of Supervisors.

Total Expenditures: $54,440 Total Staffing (FTE): 0.0

Service to Public

The majority of the Board's activities center around services to the public which are provided in its capacity as the legislative body of the County. Members of the Board of Supervisors represent the people residing within their supervisorial district, while also working for the general welfare of the entire County.

Total Expenditures: $1,104,884 Total Staffing (FTE): 12.5

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The requested funding maintains existing service levels including prevailing wage increases and radio and video broadcasts of the Board of Supervisors meetings.

BOARD ADOPTED CHANGES.

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To enhance the public's trust in county government by measurably demonstrating that we provide efficient, high quality, results oriented services.

Communitywide Result Link: A well governed community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of citizens that indicate they are satisfied with the services the County provides.	New Measure	90%	70%	90%	Data available fall 03	90%

What: Measures citizen satisfaction with County services using data from the bi-annual ACTION for Healthy Communities telephone survey.

Why: It is the County's desire to provide services to our residents that are in line with their expectations.

How are we doing? The 2001 ACTION telephone survey asked 800 randomly selected adults "how would you rate the services provided by San Luis Obispo County government?". 70% of the respondents rated the County as good, very good or excellent. 82% of the respondents rated the County as fair or better. This survey will be conducted again in the spring of 2003, with results published in the fall.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of the County's Indicators that are moving in a favorable direction.	N/A	90%	Baseline data established	90%	Data available fall 03	90%

What: The Board of Supervisors has adopted a set of Communitywide Results that represent the "big picture" results we want for all county residents. The results surround the concepts of safety, health, livability, prosperity, and good government. Each result, in turn, has a listing of "key indicators" that help to quantify the progress we're making toward achieving our desired results. This measure will show how many of the indicators are moving in a positive direction.

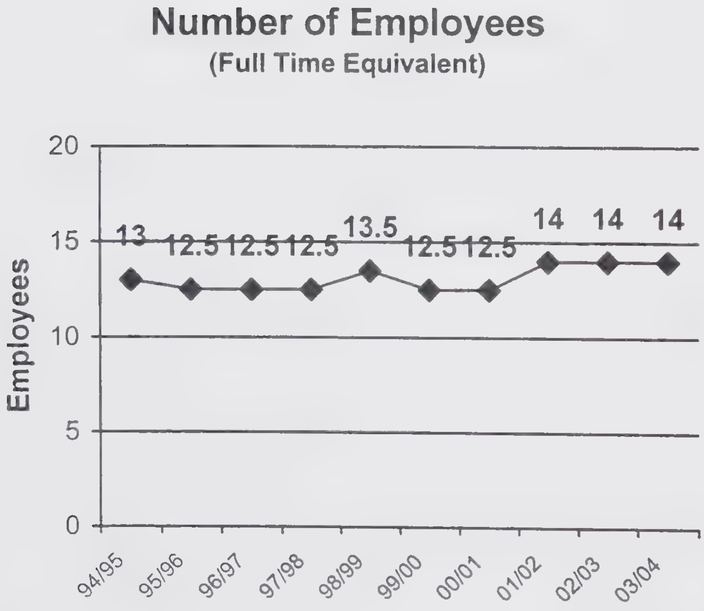
Why: This information will provide staff, the Board, and public, with a sense of how we're doing relative to achieving our "big picture" results

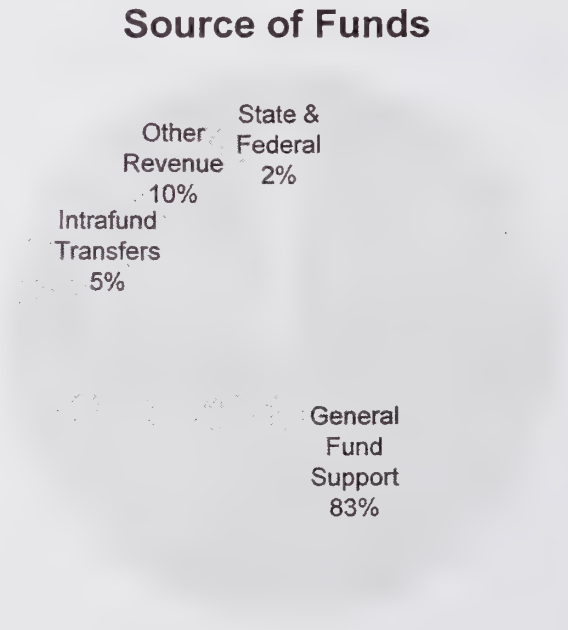
How are we doing? The first Communitywide Results Report was published in summer 2001. The report shows that the County is achieving "great results" in many areas. This data will serve as the baseline from which we will judge our future progress. The next report will be published in fall of '03, and will provide comparative data to show progress made.

MISSION STATEMENT

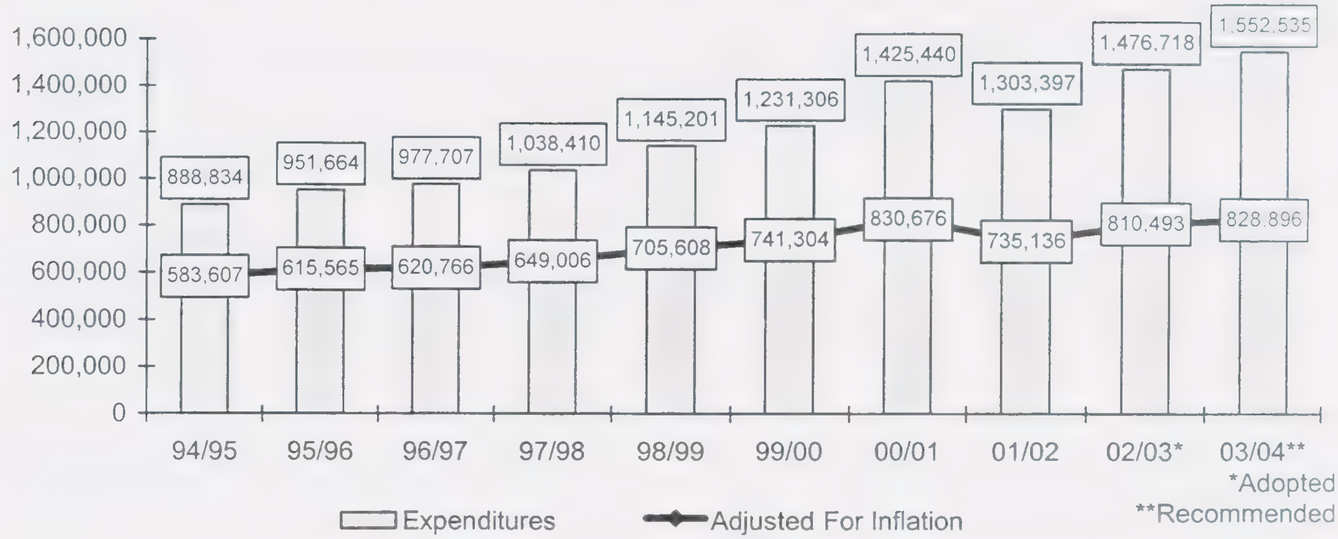
To connect the people to their county government by fostering continuous improvement in communications, accountability and service.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 1,121,187	$ 1,169,841	$ 1,343,128	$ 1,343,128	$ 1,343,128
Services and Supplies	159,356	161,608	209,407	209,407	209,407
Other Charges	22,854	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 1,303,397	$ 1,331,449	$ 1,552,535	$ 1,552,535	$ 1,552,535
Less Intrafund Transfers	67,404	70,966	73,450	73,450	73,450
**Net Expenditures	$ 1,235,993	$ 1,260,483	$ 1,479,085	$ 1,479,085	$ 1,479,085
Revenues	206,109	76,330	192,064	192,064	192,064
General Fund Support (G.F.S.)	$ 1,029,884	$ 1,184,153	$ 1,287,021	$ 1,287,021	$ 1,287,021





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Citizen Outreach/Support

Represents efforts geared toward reconnecting the public with county government. Includes activities such as surveying the community for feedback to improve performance; developing informative presentations and materials to improve communication with the public; and promoting technology to make county government more accessible (e.g., online access to county information, televised Board meetings, etc.).

Total Expenditures: $108,677 Total Staffing (FTE): 1.0

Organization Support

Board of Supervisors: Provide high quality staff support to maximize Board effectiveness. Includes activities such as, facilitating implementation of Board policy; encouraging sound financial planning through annual preparation and regular review of the County budget; preparing the weekly board agenda; responding to requests for information; resolving citizen complaints; etc.

County Departments: Provide high quality staff support to maximize county department effectiveness. Includes such activities as providing policy guidance, troubleshooting, and keeping departments up to date on important issues.

Total Expenditures: $1,195,452 Total Staffing (FTE): 11.0

Organizational Effectiveness

Represents efforts geared toward creating a high performance "results oriented" County organization. Includes activities such as promoting strategic planning, goal setting, and performance measurement throughout the organization; providing leadership and oversight to the countywide training program; and encouraging continuous improvement through a regular organizational review process (eg. the organizational effectiveness cycle process).

Total Expenditures: $248,406 Total Staffing (FTE): 2.0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall expenses for the Administrative Office are recommended to increase by 5% compared to the 2002-03 adopted budget. The majority of the increase is due to prevailing wage adjustments as well as normal "step increases" for existing staff. Staffing levels will remain the same to allow the office to focus on Board of Supervisor support, organizational effectiveness, the Employee University, performance measures, countywide budget issues and citizen outreach and support.

Revenues are recommended to increase 5% over the 2002-03 fiscal year.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To enhance the public's trust in county government by measurably demonstrating that we provide efficient, high quality, results oriented services.

Communitywide Result Link: A well governed community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of citizens that indicate they are satisfied with the services the County provides.	New Measure	90%	70%	90%	Data available fall 03	90%

What: Measures citizen satisfaction with County services using data from the bi-annual ACTION for Healthy Communities telephone survey.

Why: It is the County's desire to provide services to our residents that are in line with their expectations.

How are we doing? The 2001 ACTION telephone survey asked 800 randomly selected adults "how would you rate the services provided by San Luis Obispo County government?". 70% of the respondents rated the County as good, very good or excellent. 82% of the respondents rated the County as fair or better. This survey will be conducted again in the spring of 2003, with results published in the fall.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of citizens that indicate their overall impression of County employees (based on their most recent contact) is good or excellent.	New Measure	95%	Survey was delayed	95%	Data available summer 03	95%

What: The Administrative Office plans to carry out a biennial citizen satisfaction survey that builds on the data provided in the ACTION for Healthy Communities survey. The survey tool will include specific questions designed to solicit information from the public relative to whether they received satisfactory service from County employees.

Why: The information gained from this survey will be used to help us improve customer service to the public.

How are we doing? The survey will be conducted in spring 2003 with results available in the summer of 2003.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of the County's Indicators that are moving in a favorable direction.	N/A	90%	Baseline data established	90%	Data available fall 03	90%

What: The Board of Supervisors has adopted a set of Communitywide Results that represent the "big picture" results we want for all county residents. The results surround the concepts of safety, health, livability, prosperity, and good government. Each result, in turn, has a listing of "key indicators" that help to quantify the progress we're making toward achieving our desired results. This measure will show how many of the indicators are moving in a positive direction.

Why: This information will provide staff, the Board, and public, with a sense of how we're doing relative to achieving our "big picture" results.

How are we doing? The first Communitywide Results Report was published in summer 2001. The report shows that the County is achieving "great results" in many areas. This data will serve as the baseline from which we will judge our future progress. The next report will be published in fall of '03, and will provide comparative data to show progress made.

Department Goal: To provide high quality staff support in an effort to maximize the effectiveness of the Board of Supervisors

Communitywide Result Link: A well governed community.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of Board members who respond to survey that indicate the Administrative Office staff provides satisfactory or better staff support.	100%	100%	100%	100%	100%	100%

What: The County Administrative Office surveys the Board of Supervisors annually to determine their level of satisfaction with our staff support relative to accuracy, responsiveness, responsibleness, timeliness and trustworthiness.

Why: The information gained from this survey allows us to continuously improve staff support to the Board.

How are we doing? The Administrative Office aims to provide outstanding staff support to the Board of Supervisors.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of Board members who respond to survey that indicate they are generally satisfied with the quality of the agenda reports presented as part of the weekly agenda.	New Measure	100%	100%*	100%	100%	100%

What: The County Administrative Office surveys the Board of Supervisors annually to determine their level of satisfaction with the quality of the weekly agenda.

Why: The information gained from these surveys will allow us to continuously improve the quality of the weekly Board agenda.

How are we doing? The Administrative Office strives to ensure that all agenda reports placed on the weekly agenda are accurate, easy to read, identify "results" and cover the pertinent issues. The measure addresses the overall quality of the report. The Board of Supervisors is surveyed 4 times a year with each survey requesting a rating for accuracy, readability, coverage of pertinent issues, meaningful-measurable results and overall quality of the Board agenda. Overall quality received a 100% acceptable rating. *The four surveys yielded a total of 80 responses rating each of the specific survey items identified above. 77 of the responses to specific agenda criteria were rated as satisfactory or better. Of the remaining three responses, accuracy, readability, and meaningful-measurable results were each rated as "improvement needed" during one of the four survey periods. The average of all responses remains above the "satisfactory" level.

Department Goal: To ensure the long term financial stability of the County.

Communitywide Result Link: A well governed community.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Ratio of long term debt to capital assets.	13.4%	25%	7%	9%	7%	10%

What: This measure shows the ratio of long-term debt relative to the value of all our capital assets (e.g. land, buildings).

Why: This measure provides staff, the Board and public with information on the financial health of the County. It is our goal to keep our debt as low as feasible.

How are we doing? The 2001-02 target reflected increased debt associated with the Lopez Dam and other significant capital projects. The projected ratio is much lower because new governmental accounting rules require that by year end, we reflect all County owned "infrastructure" such as bridges and roads, as capital assets. The ratio increases slightly for next year based on the anticipated borrowing for the new government center. A survey completed last year indicated that SLO County is well below the debt ratio of our comparable counties.

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Ratio of contingencies and general reserves to the County's total General Fund operating budget.	9.25%	8.2%	9.4%	8%	8.3%	7.9%

What: This measure shows how much money the County has in "savings" relative to our daily, ongoing expenses.

Why: The measure provides staff, the Board and public with information on the financial health of the County. Our goal is to have a prudent level of savings that allows us to plan for future needs and "weather" economic downturns.

How are we doing? The County's reserves are at a healthy level for 02-03. For 03-04, we are projecting a slight decrease in the ratio of contingencies and reserves due to the state's financial problems and the affect they may have on county finances.

Department Goal: To provide high quality staff support in an effort to maximize the effectiveness of County departments.

Communitywide Result Link: A well governed community.

8. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of departmental respondents that indicate the Administrative Office staff provides satisfactory or better support services.	100%	100%	100%	100%	100%	100%

What: The County Administrative Office surveys departments annually to determine their level of satisfaction with our staff support relative to accuracy, responsiveness, responsibleness, timeliness and trustworthiness.

Why: The information gained from this survey allows us to continuously improve our service to departments.

How are we doing? The Administrative Office aims to provide outstanding support services to County departments.

Department Goal: To create an environment whereby all employees feel valued and are proud to work for the County.

Communitywide Result Link: A well governed community.

9. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of employees that indicate in an annual workforce survey overall satisfaction with their job.	New Measure	80%	Survey delayed	80%	Data available fall 2003	80%

What: The County Administrative Office plans to annually survey all County employees to gauge their overall level of satisfaction with their job.

Why: This information will be used to help assess our organizational health.

How are we doing? We have completed design of the survey and will distribute it this summer. Administration of this survey has been delayed so that a Training Needs Assessment of all employees could be conducted first, for enhancement of the Employee University to better meet employee and organizational needs. Concurrent with conducting the Training Needs Assessment, we also tested various survey administration options to determine the best approach to use in conducting the Employee opinion survey.

Department Goal: To foster implementation of sound strategies for delivering effective and efficient services.

Communitywide Result Link: A well governed community.

10. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of participating departments that found the Organization Effectiveness (OE) Program process to be an effective tool for improving performance.	New Measure	95%	Data not available	95%	94%	95%

What: OE Programs provide a framework to systematically analyze an organization's performance. This measure will track the percentage of participants (both staff and decision makers) that found the process to be an effective tool for improving performance.

Why: This measure represents the first step in evaluating the effectiveness of the OE Program process.

How are we doing? Work on this program has progressed despite the fact that the analyst position approved in the FY 2001/02 budget to implement this program has not been hired. On December 17, 2002, the Board approved use of a portion of the funding for this program to hire a consultant to assist with the development the Employee University, in support of the overall OE program. Despite these staffing constraints, OE work has been performed with the Drug and Alcohol Services and Planning and Building Departments and to a more limited extent, with the Information Technology Department. We plan to publish a report in the summer, 2003 identifying both measured and expected results the OE Program produced for Drug and Alcohol Services – be it from an efficiency, service quality and/or outcome perspective. We will begin measuring results for the Planning and Building department in October 2003. The data shown above reflects information gained from a focus group discussion held one year after the first OE Cycle exercise was held for Drug and Alcohol Services. Similar data will be gathered from the Planning and Building Department in the fall 2003.

11. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of departments that complete and/or implement strategic plans during the year that mesh with the County's mission statement and adopted Communitywide Results.	New Measure	100%	55%	70%	55%	77%

What: This measure tracks the percentage of departments that complete or implement strategic plans that align with the County's mission statement and Communitywide Results.

Why: By developing strategic plans that align with the County's mission statement and Communitywide Results, we help to ensure all county departments are on the same page working to achieve the same end results.

How are we doing? Currently, 12 departments have strategic plans in place. In addition, 5 departments are in the process of developing strategic plans. The Agriculture Commissioner and the Farm Advisor operate under strategic plans developed by the State and do not have separate local plans. It is our goal that every department have a current strategic plan, and as such, will continue to encourage departments toward this end.

12. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Full-time equivalent Administrative Office budget analyst staff per 1,000 county employees.	New Measure	New Measure	1.89	1.81	1.85	1.81

What: This shows Administrative Office budget staffing per 1,000 county employees.

Why: This data can be compared with other Administrative Offices of similar characteristics to provide one measure of whether we are appropriately staffed for budget preparation and administration.

How are we doing? Total FTE budget analyst staffing levels per 1,000 employees for our comparable counties ranged from a high of 4.7 in Napa County to a low of 0.82 in Kern County; with the average at 2.39. Seven of our nine comparison counties responded to our survey

Department Goal: To ensure that training opportunities aimed at creating a competent, results oriented workforce are made available to County employees.

Communitywide Result Link: A well governed community.

13. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of employees that report a useful gain of knowledge after participating in leadership, customer service or interpersonal skills training sponsored by the County's Employee University.	New Measure	95%	94%	95%	96%	95%

What: This measure tell us how many participants indicate that, in their opinion, they learned something useful after participating in an Employee University sponsored training course.

Why: This represents the first step in evaluating the effectiveness of the training courses offered through our Employee University. It is our intention to use more sophisticated measures to assess the "true impact" of training (i.e., did the employee improve his/her performance and what organizational results were achieved?) once the Employee University has been up and running for a year.

How are we doing? During 2001/02, the Employee University has focused its efforts on leadership training. By year end, 478 in employees in Covey 7 Habits and 60 in 4 Roles Programs. Of the 404 respondents to our survey, 94% indicated that they had gained useful information from their training course(s). In addition, questions included in the recently administered Training Needs Assessment survey ask the respondents to give their perception of the impact the Employee University sponsored courses has had on the County around several dimensions. A good percentage of the employees who have taken both the 7 Habits and the 4 Roles of Leadership courses indicate positive to strong positive effect on achieving department goals (72%), increasing personal effectiveness on the job (75%), and improving services (68%). Employees who have taken only the 7 Habits course indicate a more moderate positive impact on these indicators: on achieving department goals (48%), increasing personal effectiveness on the job (60%), and improving services to the public overall (49%). Employees who have not taken these courses perceive little to no positive impact as a result of these training courses.

14. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of surveyed managers and supervisors surveyed who reported their level of satisfaction with Employee Relations activities/services as satisfactory or better.	New Measure	75%	80%	85%	80%	85%

What: Labor Negotiations and Contract Administration staff negotiate labor contracts with the bargaining units representing 80% of County employees (excludes management and confidential employees). This measure represents the supervisors' level of satisfaction with labor negotiations.

Why: Since the largest expenditure within the County's budget is for employee salaries and benefits, it is important that County managers are satisfied with the outcome of labor negotiations.

How are we doing? We are meeting our goal. The results of the June 2002 survey indicated that 80% of the surveyed manager/line staff supervisors gave a rating of satisfactory or better.

Department Goal: Coordinate mandated Harassment training and provide high quality, timely consultation and assistance to department managers, supervisors, and employees regarding personnel policies to promote a positive and productive work environment and minimize employee grievances.

Communitywide Result Link: A well-governed community.

15. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Complaints alleging discrimination/ harassment per 1,000 employees.	3.38 per thousand	Revised Measure	3.38	3.38 per thousand	2.9	2.2

What: In order to reduce the number of complaints alleging discrimination/harassment, the Board of Supervisors has established a policy that all County employees will participate in an annual harassment avoidance/anti-discrimination refresher course. Personnel provides training for all departmental harassment avoidance coordinators who in-turn oversee delivery of annual refresher courses to members of their departments.

Why: To create and maintain a workplace free from harassment and discrimination.

How are we doing? In calendar year 2002, there were eight (8) complaints with allegations of discrimination and/or harassment. Four (4) of these complaints have been resolved, and the remaining four (4) have pending issues, which we are working to resolve.

Department Goal: Conduct salary surveys to negotiate contracts with bargaining units, perform annual salary range adjustments, maintain equity, and ensure compliance with the Prevailing Wage Ordinance and applicable laws.

Communitywide Result Link: A well-governed community.

16. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of compliance with statutory requirements for salary changes.	New Measure	100%	100%	100%	100 %	This Performance Measure is being discontinued

What: The County is required to ensure that salaries for all classes of employees comply with the Prevailing Wage Ordinance which supports salary comparability with the marketplace.

Why: To ensure compliance with statutory requirements.

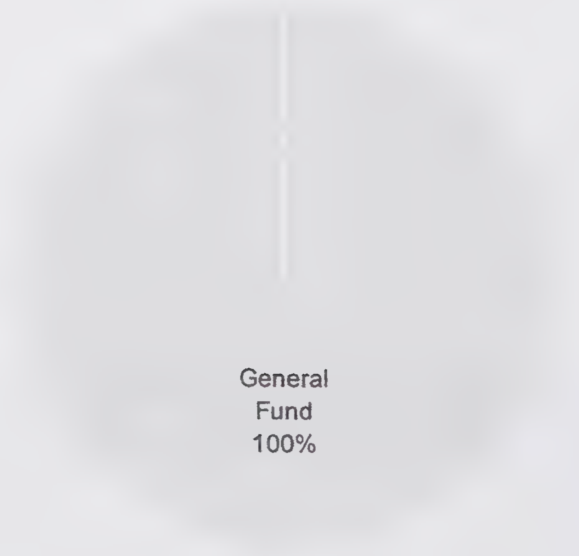
How are we doing? We are meeting our compliance target related to the statutory requirements for the establishing salaries. Since compliance with the prevailing wage ordinance is statutorily required, we are eliminating this performance measure.

PURPOSE

To continuously improve the quality and effectiveness of services provided to the public through organizational reviews and staff training.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 1,953	$ 0	$ 0	$ 0
Services and Supplies	299,274	406,863	448,026	448,026	448,026
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 299,274	$ 408,816	$ 448,026	$ 448,026	$ 448,026
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	1,200,000	1,238,238	0	0	0
Total Financing Requirements	$ 1,499,274	$ 1,647,054	$ 448,026	$ 448,026	$ 448,026
Revenues	$ 1,762,271	$ 1,393,012	$ 350,000	$ 350,000	$ 350,000
Fund Balance Available	0	254,404	58,837	58,837	58,837
Cancelled Reserves	0	93,650	39,189	39,189	39,189
Total Financing Sources	$ 1,762,271	$ 1,741,066	$ 448,026	$ 448,026	$ 448,026

Source of Funds



SERVICE PROGRAMS

Organizational Effectiveness and Countywide Training

Provides funding to conduct organizational assessments, and countywide training programs. Staff for this program are included in budget unit 2040 - Administrative Office.

Total Expenditures: $493,650 Total Staffing (FTE): 1.0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This budget unit contains funding for a variety of internal efforts aimed at improving the effectiveness of County government including employee training programs. The Organizational Effectiveness (OE) budget was established two years ago when the Board approved the addition of one analyst position to the Administrative Office to oversee evaluation of the effectiveness of programs and services offered by County departments. That position has not been filled yet but we do anticipate filling it in the upcoming year. Existing Administrative Office staff have been working with outside experts to create the framework for the OE program and build the internal capability to perform this work. With their guidance, we have been able to conduct OE analyses in the Drug and Alcohol Services and Planning and Building Departments and to a more limited extent in the Information Technology Department. The OE process provides diagnostic tools to examine how well our systems and processes are designed to deliver the results our stakeholders desire, and reveals opportunities for redesign and continuous improvement where needed, to achieve desired outcomes. In short it enhances our ability to become a high performance organization. We will present some of the results of our efforts during the budget hearings.

In support of the Organization Effectiveness program, an “Employee University” program was created to build skills and competencies required in a high performance organization. To date, about half of all County employees have participated in the “ 7 Habits of Highly Effective People” course, which is designed to provide individuals with tools to enhance their personal effectiveness on the job. Numerous managers and supervisors have also participated in the “ 4 Roles of Leadership” course, which is aimed at increasing employees’ ability to influence organizational effectiveness. Funding is included in the recommended budget to continue offering both courses in 2003-04.

The next phase of growth for the Employee University will be based on the results from a training needs assessment that was distributed to all County employees in November 2002. The results of this assessment indicated that future course offerings should focus on leadership and supervisory skills, organizational development and continuous improvement, team-building, interpersonal communication and innovative problem solving skills. In addition, the Employee University will be working to ensure that training solutions are designed to align with department goals, and address specific needs of the department, or work unit. The specific curriculum for the upcoming year is currently being developed by the Employee University Governing Board.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To enhance the public's trust in county government by measurably demonstrating that we provide efficient, high quality, results oriented services.

Communitywide Result Link: A well governed community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of citizens that indicate they are satisfied with the services the County provides.	New Measure	90%	70%	90%	Data available fall 03	90%

What: Measures citizen satisfaction with County services using data from the bi-annual ACTION for Healthy Communities telephone survey.

Why: It is the County's desire to provide services to our residents that are in line with their expectations.

How are we doing? The 2001 ACTION telephone survey asked 800 randomly selected adults "how would you rate the services provided by San Luis Obispo County government?". 70% of the respondents rated the County as good, very good or excellent. 82% of the respondents rated the County as fair or better. This survey will be conducted again in the spring of 2003, with results published in the fall.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of citizens that indicate their overall impression of County employees (based on their most recent contact) is good or excellent.	New Measure	95%	Survey was delayed	95%	Data available summer 03	95%

What: The Administrative Office plans to carry out a biennial citizen satisfaction survey that builds on the data provided in the ACTION for Healthy Communities survey. The survey tool will include specific questions designed to solicit information from the public relative to whether they received satisfactory service from County employees.

Why: The information gained from this survey will be used to help us improve customer service to the public.

How are we doing? The survey will be conducted in spring 2003 with results available in the summer of 2003.

Department Goal: To ensure that training opportunities aimed at creating a competent, results oriented workforce are made available to County employees.

Communitywide Result Link: A well governed community.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of employees that report a useful gain of knowledge after participating in leadership, customer service or interpersonal skills training sponsored by the County's Employee University.	New Measure	95%	96%	95%	95%	95%

What: This measures tell us how many participants learned something useful after participating in an Employee University sponsored training course.

Why: This represents the first step in evaluating the effectiveness of the training courses offered through our Employee University. We are now collecting information that will allow us to get a better handle on the "Return on Investment" (ROI) associated with these courses. In other works, we want to know how these courses make a difference in terms of achieving departmental goals and meeting our customers needs.

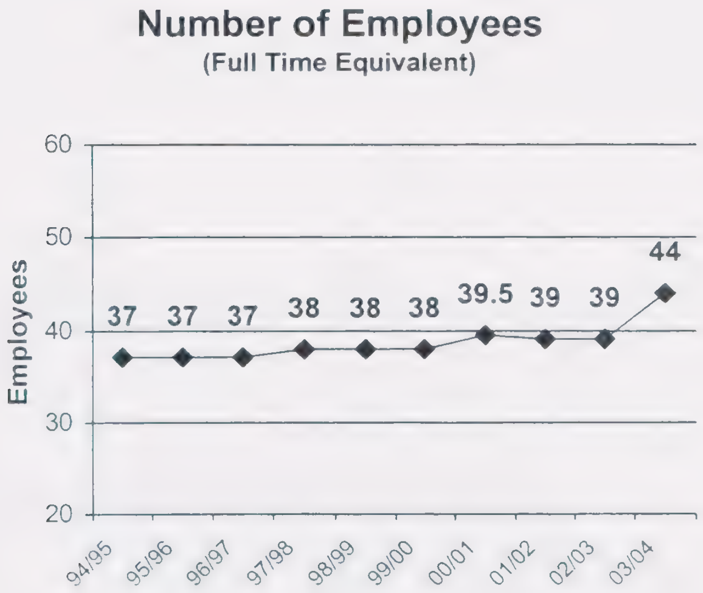
How are we doing? Of the employees who have attended either the "7 Habits" or "4 Roles" courses, over 96% reported a useful gain of knowledge. While we are pleased with these results, we also want to provide more evidence that training opportunities are designed to improve organizational performance. We are now collecting information that will allow us to get a better handle on the "Return on Investment" (ROT) associated with these courses. In other words, we want to know how these courses make a difference in terms of achieving departmental goals and meeting our customers' needs.

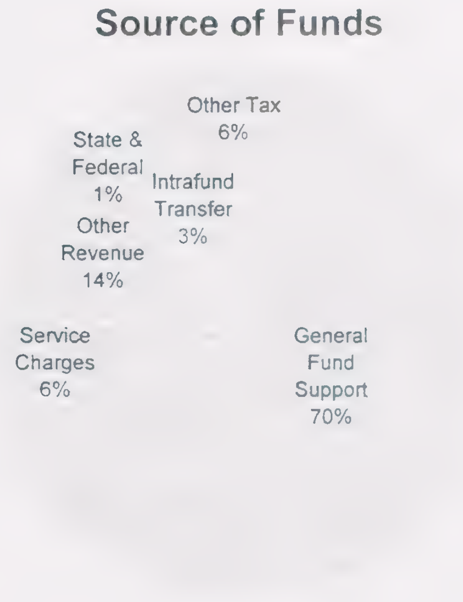
MISSION STATEMENT

The Auditor-Controller is the Chief Accounting Officer for the County Government.

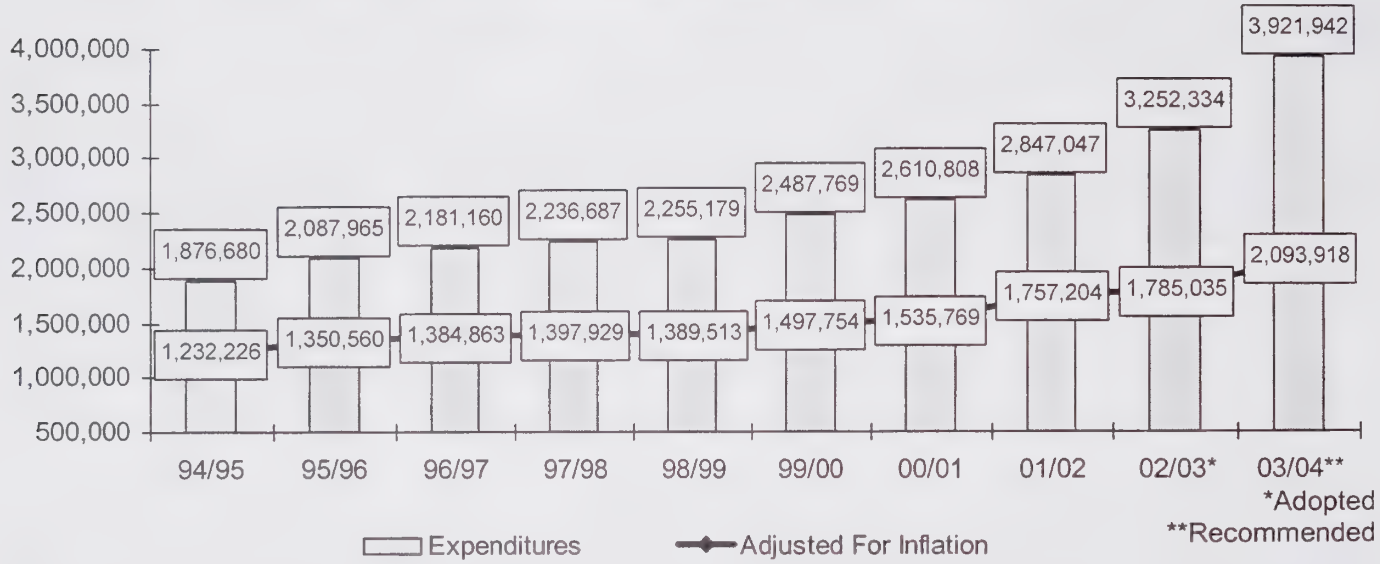
The office enhances the public's trust by acting as a guardian of funds administered for the County, cities, schools and special districts and by providing an independent source of financial information and analysis.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 2,702,659	$ 3,084,992	$ 3,577,721	$ 3,577,721	$ 3,577,721
Services and Supplies	412,864	366,278	344,681	344,221	344,221
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 3,115,523	$ 3,451,270	$ 3,922,402	$ 3,921,942	$ 3,921,942
Less Intrafund Transfers	104,595	118,306	98,525	98,525	98,525
**Net Expenditures	$ 3,010,928	$ 3,332,964	$ 3,823,877	$ 3,823,417	$ 3,823,417
Revenues	669,999	459,561	1,125,528	1,067,190	1,067,190
General Fund Support (G.F.S.)	$ 2,340,929	$ 2,873,403	$ 2,698,349	$ 2,756,227	$ 2,756,227





10 Year Expenditures Adjusted For Inflation



*Adopted
**Recommended

SERVICE PROGRAMS

Accounts Payable

Pre-audit all claims for payments to vendors submitted by County departments and process payments for special districts. Coordinate payment activity and provide oversight and direction with departments and vendors. Prepare annual reports required by the State and the Internal Revenue Service.

Total Expenditures: $454,710 Total Staffing (FTE):7

Audit Division

Perform mandated internal audits for compliance with state and federal requirements. Ensure adequacy of internal controls over cash and county assets. Conduct management and compliance audits and departmental reviews. Audit the operations of public agencies doing business with the County to ensure compliance with policy. Assists with the preparation of the County's annual financial statement.

Total Expenditures: $593,905 Total Staffing (FTE):6

Budget and Cost Accounting

Assist the County Administrator and Board of Supervisors in developing the proposed and final County budget. Analyze and forecast annual budget expenditures. Review all County fees. Conduct rate reviews for ambulance, landfill, and internal service fund operations. Prepare countywide cost allocations, state mandated program claims, indirect cost rate proposals and special reporting requests.

Total Expenditures: $151,681 Total Staffing (FTE):1.25

Countywide Financial System

To provide the resources necessary for the development and implementation of the Countywide Financial System (ERP).

Total Expenditures: $474,545 Total Staffing (FTE): 5

Deferred Compensation Plan

To provide the resources necessary for the daily operation of the County Deferred Compensation Plan.

Total Expenditures: $57,713 Total Staffing (FTE): 0

Financial Reporting

Maintain accounting records for the County and those districts whose funds are kept in the County Treasury. Maintain budget and fund controls and records of fixed assets. Prepare annual financial reports and reports for federal and state reimbursement. Act as Auditor and/or Financial Officer for special districts, boards, authorities, etc. and provide accounting services for countywide debt financing.

Total Expenditures: $908,578 Total Staffing (FTE):10.5

Mobilehome Rent Board Support

Administer the Mobile Home Park Rent Stabilization Ordinance and provide staff support to the Board.

Total Expenditures: $81,382 Total Staffing (FTE) .75

Payroll Processing

Prepare and process biweekly payroll for the County. Coordinate payroll activity with departments and employees. Prepare biweekly, monthly, quarterly, and annual reports for state, federal, and local agencies. Collect and pay premiums for County-related health and insurance benefits.

Total Expenditures: $392,281 Total Staffing (FTE): 5

Property Tax Processing

Calculate property tax rates and determine extensions. Process changes to the tax roll. Apportion and distribute taxes and special assessments to all agencies. Prepare tax reports. Implement procedural changes to reflect new legislation affecting the tax system. Advise cities, schools, and special districts on tax-related matters.

Total Expenditures: $324,614 Total Staffing (FTE): 3.5

Systems Support

Evaluate existing manual accounting systems and make recommendations for improved efficiencies through automation. Maintain the countywide computerized financial, fixed asset, accounts payable, tax, and payroll systems. Assist departments in updating computerized systems. Provide training and prepare manuals related to accounting systems operations. Maintain operation of the Auditor's LAN and PC network.

Total Expenditures: $482,533 Total Staffing (FTE): 5

DEPARTMENT COMMENTS

The Auditor's Office is submitting a budget that will continue to meet all state and federal mandates, and will provide ongoing fiscal direction and accounting services to all County departments and Board of Supervisors governed special districts.

This last year our Office had many major accomplishments that enhanced services to the public and strengthened the fiscal position of the County. Some of the most significant achievements include:

1. Converted Social Services client payments to laser check printing and provided for automatic deposit of client's checks in their accounts. This resulted in eliminating the time and cost associated with stuffing and mailing payments and reduced the possibility of lost or stolen payments for those opting for direct deposit.

2. Assisted with the introduction of special legislation to recover the costs of the Krebs double-murder trial. In addition, we compiled the data and prepared a comprehensive claim to the State for reimbursement of all of the trial expenses. The claim resulted in $2.8 million dollars reimbursement to the County.

3. Developed and implemented a consolidation of all County Schools funds by School District. The results were an elimination of 103 school funds and a substantial savings of school and County staff time in preparing and inputting duplicative accounting transactions.

During the remainder of this fiscal year we will be continuing with our effort to seek a new financial/human resource system to replace our outdated system. We have completed a Countywide Needs Assessment and developed and issued a Request For Proposals (RFP) for the new system. Existing staff has been assigned from various departments to help evaluate responses to the RFP. The major changes in this budget request are attributable to the backfill of existing positions that will be dedicated to implementing the new system Five existing positions in the Auditor's Office are being assigned and relocated for the project and their costs are included in the new system's budget. As a result, five lower level positions are being requested to replace these employees. The lower level positions result in approximately $212,000 reduction in budgeted salaries.

The requested budget also includes increased revenue estimates of $530,000 attributable to the staff assigned to the new financial system implementation. New revenue was also budgeted for payroll, accounting, and property tax services that amounted to approximately $37,000.

As submitted, our budget provides little room for unanticipated needs or mandates that routinely occur throughout the year. Last year we faced numerous operational impacts in employee relations, benefits administration, and federal program changes, and unfortunately this has become the norm. Should this trend continue, we might need to request additional funds during the year to assist us in meeting these requirements.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget reflects a 3% or $84,000 increase in General Fund Support. The major changes in this budget request are attributable to the backfill of existing positions that will be dedicated to implementing the new Enterprise Financial System (EFS). Five existing positions in the Auditor's Office are being assigned and relocated for the EFS project and their costs are part of the new system's budget. A Budget Augmentation Request regarding all the positions recommend for the EFS Project is found in Budget Unit 2078. As a result, five lower level positions are being requested to replace these employees. The lower level positions result in approximately $212,000 reduction in budgeted salaries.

The services and supplies accounts are recommended at a 1% decrease from the current year.

Recommended revenue is 125% or $590,000 higher than the current year. The increase in revenue is attributable to the EFS Project budget paying for the staff assigned to the project. New revenue was also budgeted for payroll, accounting, and property tax services that amounted to approximately $37,000.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Pay county bills on time and accurately.

Communitywide Result Link: A well-governed community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of bills, with proper documentation, paid within 7 days of receipt of claim for payment.	100%	100%	100%	100%	100%	100%

What: Measures our compliance with the deadline that assures bills are paid timely.

Why: Bill processing procedures insure that all claims will receive immediate attention, will be reviewed for appropriateness and accuracy, and establish a reasonable period when departments and vendors may expect payment.

How are we doing? All bills have been paid or rejected within the appropriate timelines.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of county vendors identified as "satisfied" or "very satisfied" with payment timeliness and courteous response to inquiries.	94%	100%	N/A (see below)	94%	94%	94%

What: The survey measures our vendors' satisfaction with department service and performance.

Why: Our purpose is to meet or exceed the performance expectations of our vendors.

How are we doing? 94% of the vendors surveyed felt they were "satisfied" or "very satisfied" with our overall service: 93% were satisfied or very satisfied with our timeliness, while 98% were satisfied or very satisfied with our courtesy. We delayed the 01-02 survey because of the overwhelming positive response in the prior year. The 02-03 survey is currently in progress.

Department Goal: Provide periodic review of the internal controls of County Departments to ensure compliance with policies and procedures, and minimize losses from fraud or misappropriation.

Communitywide Result Link: A well-governed community.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of cash counts, special district audits, trust fund reviews, and grant compliance audits performed for County departments.	36	36	32	30	38	30

What: The Internal Audit Division studies a sampling of various offices, districts, funds, and programs each year. Selection is made based on legal mandates, and measures of risk such as dollar value, complexity, and/or the existence of other checks and balances.

Why: These audits and reviews help to prevent or minimize losses from fraud and from non-compliance with program funding requirements. Since department managers in most cases do not know if their operation will be selected for detailed audit in any particular year, this serves as a deterrent for lax internal controls.

How are we doing? In general, County funds were spent for the purposes for which they were received. Please note we expect to exceed our target of 30 audits for fiscal year 02-03. New auditors were hired in 01-02 to assist with staff reassignments. However, our target for 03-04 remains lower. We are anticipating conducting audits in some new areas; new audit areas always take longer to research and develop than areas previously audited. Additionally, there will be reassignment of staff to the countywide financial management computer system project.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of concessionaire, bed tax, or service provider audits completed.	21	21	15	14	16	10

What: Selected concessionaires, hotels, and major contracted service providers are audited on a rotating basis so that they can expect to be studied once every three or four years. Hotels and most concessions pay the County based on percentages of gross receipts, and many contractors are paid based on counts of eligible services provided.

Why: These audits help to insure that the County is receiving all the revenue that it is entitled to, and that payments made are for services actually received. In addition, we try to maintain a level playing field so that local businesses pay no more or less than their fair share under the law, and are properly compensated when contracting with the County.

How are we doing? We expect to slightly exceed our adopted goal of 14 audits in 02-03. The new staff we hired in 2001-02 has been performing at a faster rate than expected. Our bed tax and County concessionaire audits identified most concessionaires are in compliance with reporting requirements. This is a reflection of our diligent efforts to ensure contract compliance and maintain a level playing field for hotel operators in the unincorporated areas of the County. We have expanded our service provider audits to include some of the contractors with Department of Social Services, Mental Health, and Probation. We expect the number of concessionaire and bed tax/service provider audits to decrease in 03-04 because of reassignment of staff to the countywide financial management computer system project.

Department Goal: Maintain the financial health of the County by developing effective annual budgets, accurately identifying expenditures, and ensuring recovery of revenues from state and federal sources.

Communitywide Result Link: A well-governed community.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Amount of reimbursable mandated costs submitted pursuant to state parameters (SB 90).	$1,200,000	$700,000	$1,170,000	$ 850,000	$1,200,000	$2,400,000

What: The State reimburses County's for costs associated with selected new programs mandated by the State. The Auditor's Office is responsible for coordinating the preparation and submission of SB90 claims.

Why: Maximizes revenue to the departments responsible for implementing new mandated programs.

How are we doing? The Auditor's Office strives to maximize revenue from the SB90 program. New mandates, new claims and increased claims continue to become available on a countywide basis. Additionally, one program received legislative clarification that allows it to increase its claim from less than $100,000 to almost $500,000. All of these factors have increased our claim by 100%. Please note that the state has deferred SB 90 payments to counties for the foreseeable future due to the state budget crisis. The state is obligated to pay counties in the future, with interest.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
A favorable audit, by the State Controller's Office, of reimbursable costs allocated through the Countywide Cost Allocation Plan, prepared in accordance with federal regulations.	Audit with no exceptions.	Audit with no exceptions.	Audit with no exceptions.	Audit with no exceptions.	Audit with no exceptions	Audit with no exceptions

What: State and Federal agencies allow for County's overhead cost reimbursement through numerous programs and grants. The Countywide Cost Allocation Plan is a tool used to distribute overhead costs to programs and departments within the County.

Why: The County is reimbursed for overhead costs.

How are we doing? The 2002-03 plan was audited by the State Controller's Office and no adjustments were required. $23,400,000 of overhead costs was accepted.

Department Goal: Provide timely and accurate financial information for the public, Board of Supervisors, and County departments.

Communitywide Result Link: A well-governed community.

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Average number of days it takes to provide departments with a complete set of revenue, expense, and general ledger reports after month end.	2 days	1 day	2 days	1 day	1 day	1 day

What: Financial reports are produced each month that identify the countywide and all funds financial position, in addition to the budget status for each department.

Why: Timely financial reporting provides the Board and the public access to current reliable information as needed and provides County Departments the fiscal reports necessary to effectively manage their budgets from month to month.

How are we doing? Online reporting has allowed us to reduce the time it takes to get month end financial information to departments from 2 days to 1 day.

8. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of financial status reports prepared for the Board of Supervisors and the public.	3	4	4	3	4	4

What: This report provides a snapshot view of the County's financial status four times per year. The report is also distributed to public libraries and is open to public comment at Board meetings.

Why: To determine the financial status of the County and provide the Board of Supervisors current information to aid them in fiscal decision-making.

How are we doing? The reports are prepared in conjunction with the Administrative Office. Countywide trends and department budgeted differences are presented to the Board of Supervisors. Some years a fourth quarter or year-end report is not completed which accounts for the variation in results.

9. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of new mandated accounting changes implemented in a timely manner.	100%	100%	100%	100%	100%	100%

What: These pronouncements are changes in accounting methods and practices that have been prescribed by regulatory bodies. Each pronouncement is noted with established implementation dates.

Why: Timely implementation of these pronouncements insures compliance with generally accepted accounting principles and the assurance our financial information is acceptable throughout the industry and government.

How are we doing? We continue to implement new accounting changes within the mandated deadlines. This year we successfully implemented the most significant change in governmental financial reporting (GASB 34). This change will provide more user-friendly information to the public and user community.

10. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Earn a clean auditor's opinion on the Comprehensive Annual Financial Report (CAFR).	1	1	1	1	1	1

What: The clean opinion measures the reliability, integrity and accuracy of the information presented in the County financial statements

Why: Provides assurance to the public, investors and others that the County's financial position is presented fairly and accurately

How are we doing? In fiscal year 2001-02 we received an unqualified "clean" opinion from our independent auditors.

Department Goal: Prepare biweekly payroll accurately, on time, and in accordance with Board approved employee contracts and state and federal regulations.

Communitywide Result Link: A well-governed community.

11. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of payrolls processed on time and in compliance with applicable regulations.	100%	100%	100%	100%	100%	100%

What: Make accurate and timely payroll.

Why: Mandated by State law.

How are we doing? The Auditor-Controller's Office continues to provide accurate and timely payroll services to County employees.

Department Goal: Monitor the accuracy of tax collections and distribute property tax revenue to the County, cities, schools and special districts while ensuring compliance with state law.

Communitywide Result Link: A well-governed community.

12. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of taxes distributed on time and accurately, per Revenue and Taxation code, to county taxing entities including cities, redevelopment agencies, schools, special districts, and joint powers authorities.	100%	100%	100%	100%	100%	100%

What: Monitor the accuracy of tax collections and distribute property tax revenue in compliance with state law.

Why: Mandated by state law.

How are we doing? State Audit resulted in no negative findings. $256,000,000 distributed for 2001/2002.

Department Goal: Insure that all automated accounting systems are designed to provide easy access to relevant data and are maintained with adequate internal controls and audit trails.

Communitywide Result Link: A well-governed community.

13. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of offices, departments, institutions, and districts for which the Auditor, per Government Code Section 26881, prescribes and exercises general supervision over the accounting forms and method of keeping the accounts.	86	86	86	86	85	85

What: This measures the number of users who require our services and access to our data.

Why: It is important to know who our users are and that they are receiving the information they need.

How are we doing? This measure may change from time to time as new agencies are formed and other agencies are combined, eliminated or restructured.

14. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Provide users with at least one significant system enhancement annually.	1	1	1	1	1	1

What: We are committed to improving our systems and the information they provide.

Why: Departments are continually being asked to do more with existing staff. Our goal is to provide users with improved systems to meet increased requirements.

How are we doing? We are continually improving the availability of information through automation.

15. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of users that receive annual workshop training sessions on automated financial management, human resource/payroll and budget preparation systems.	75%	75%	75%	75%	85%	85%

What: This measures our desire to be certain users know what systems and information are available and how to use them.

Why: Users will know what information is available and how to retrieve it given adequate training.

How are we doing? We are providing annual training to keep users up-to-date on systems and help new users learn what is available. We also provide training when new enhancements are implemented or when users ask for assistance.

Department Goal: Provide high quality, cost effective Auditor-Controller services.

Communitywide Result Link: A well-governed community.

16. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Auditor Controller staff per 100 County employees.	New Measure	New Measure	New Measure	1.5	1.5	1.4

What: This shows Auditor Controller staffing levels per 100 county employees.

Why: This data can be compared with Auditor-Controller offices of similar characteristics to provide one measure of whether we are appropriately staffed.

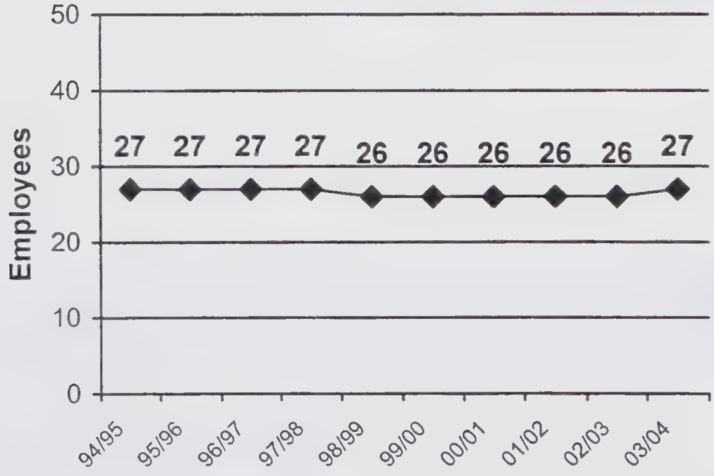
How are we doing? Staffing levels per 100 employees for our comparable counties (6 counties surveyed) ranged from a low of 0.5 in Kern County to a high of 1.8 in Napa County, with the average at 1.2. Our staffing levels are slightly above the average, but well within the range of our comparable counties.

MISSION STATEMENT

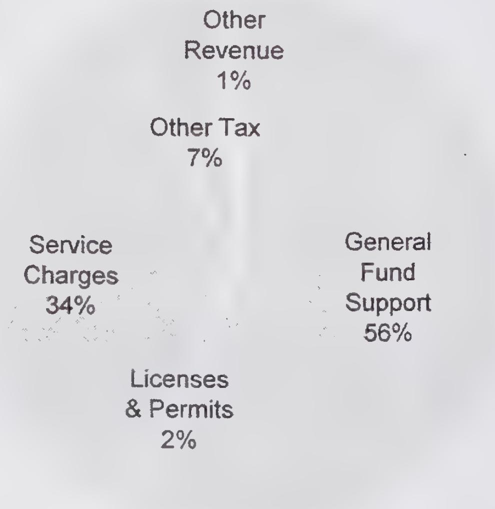
The Treasurer, Tax Collector, Public Administrator's staff is committed to provide quality service to the community. This includes efficient collection and prudent management of public funds needed for public services.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 1,566,873	$ 1,757,045	$ 1,975,494	$ 1,959,948	$ 1,959,948
Services and Supplies	316,316	301,601	290,376	275,787	275,787
Other Charges	0	0	0	0	0
Fixed Assets	17,002	8,462	6,608	6,608	6,608
**Gross Expenditures	$ 1,900,191	$ 2,067,108	$ 2,272,478	$ 2,242,343	$ 2,242,343
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 1,900,191	$ 2,067,108	$ 2,272,478	$ 2,242,343	$ 2,242,343
Revenues	826,296	842,804	997,977	997,977	997,977
General Fund Support (G.F.S.)	$ 1,073,895	$ 1,224,304	$ 1,274,501	$ 1,244,366	$ 1,244,366

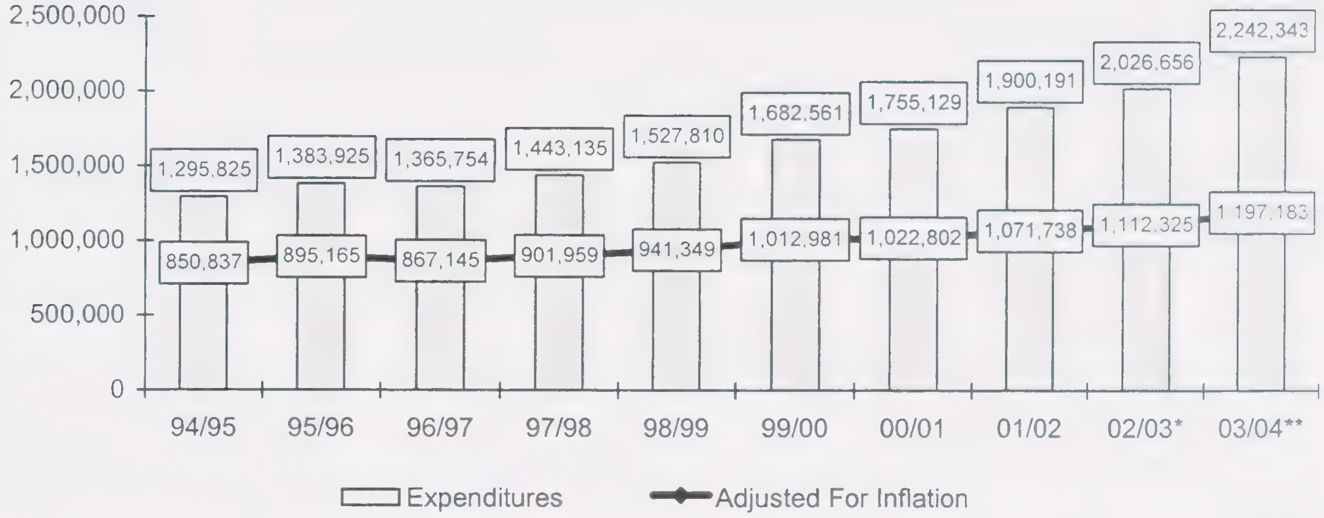
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



*Adopted
**Recommended

SERVICE PROGRAMS

Local Mandated Collections

Administer the issuance of business licenses for all unincorporated areas of the County, collect and account for business license regulatory fees, and Transient Occupancy Taxes (hotel bed taxes).
Total Expenditures:
$53,245 Total Staffing (FTE): .77

Public Administrator

Administer the estates of deceased county residents when there is no one willing or qualified to act as executor or administrator of the estate to ensure compliance with legal mandates. Services include coordinating property sale or other disposition; researching and notifying beneficiaries; processing court documentation, income tax returns, wills; and ensuring payments to creditors.
Total Expenditures: $100,244 Total Staffing (FTE): 1.24

Secured Collections

Manage the billing, collection, and accounting of taxes secured by real property, i.e. residential and commercial land and buildings. Implement a collection program for delinquent property taxes and coordinate the sale of tax-defaulted property through sealed bid sales, "Chapter 8" agreement sales, and public auctions.
Total Expenditures: $1,013,755 Total Staffing (FTE): 12.14

Supplemental Collections

Manage the billing, collection, and accounting of Supplemental Property Taxes (secured or unsecured) when the property value is reassessed due to a change in ownership or the completion of construction on real property.
Total Expenditures: $142,784 Total Staffing (FTE): 2.01

Treasury

Provide banking services including receiving, depositing, investing, and controlling all monies belonging to the County, school districts, and special districts for which the County Treasurer is ex-officio treasurer. Support the schools, special districts, and the County in issuing and selling bonds and special tax assessments.
Total Expenditures: $619,926 Total Staffing (FTE): 6.75

Unsecured Collections

Manage the billing, collection, and accounting of taxes on unsecured property, i.e. business fixtures and equipment, racehorses, airplanes, and boats. Implement a collection program for delinquent unsecured property taxes.

Total Expenditures: $312,389 Total Staffing (FTE): 4.09

DEPARTMENT COMMENTS

The budget request for fiscal year 2003-04, reflects the Treasurer, Tax Collector, Public Administrator (TTCPA) department's continuing focus on providing quality service to the community in an efficient and economic manner.

The budget request results in a net General Fund Support total of $1,274,501. Although this represents an 8% increase over the current year adopted budget, it is primarily the result of an increase in salaries and benefits that reflect prevailing wage adjustments approved by the Board of Supervisors for fiscal year 2002-03. Also, a Departmental Automation Specialist (DAS) position was added to the department's Position Allocation List (PAL) in December 2002. This position was budgeted in the services and supplies budget for fiscal year 2002-03. Due to the reorganization of the Information Technology Department (ITD), County departments had the option of adding to their PAL, the DAS assigned to their department. The TTCPA department chose to take in the DAS position as part of its staffing due to its goal of developing a new Customer Services Program (CSP).

The CSP aims to improve service to the public (Clients) and improve the safety and security of its employees. The goal of improving service is consistent with and supports the County's adopted policy of emphasizing efficient and effective customer service.

The first Phase of the CSP is “Taxes on the Web” (TOW), which was developed by the department in-house and was launched in December 2002. TOW provides improved methods for clients to conduct business with the TTCPA. It provides Clients with new ways of receiving property tax information and paying property tax bills via the Internet, 24 hours a day and 7 days a week. Clients are now able to receive tax information from multiple tax systems via one access point, rather than the three different systems, which previously were required to be accessed separately. When the system is complete, it will provide the public with several new options. Examples of the new options are: a) clients will be able to receive their tax bill via e-mail, and b) they will be able to combine multiple tax bills into a single consolidated statement and access or retrieve these tax bills by entering a single Client User Identification.

In addition to the significantly improved service clearly evident in this program, improving the safety and security of the TTCPA employees is another important issue. Reducing the volume of mail received by the office and the amount of counter transactions improves security.

Other phases of the CSP which the department will be working on in fiscal year 2003-04, will include providing all reporting and business transactions to Clients through the use of E-Government on a 24/7 basis. Examples are the Transient Occupancy Tax System, the Business License System, and all Treasury Reporting Systems.

Significant accomplishments by the department in fiscal year 2002-03, other than TOW, are the continued improvement on the Tax Sale process, Tax Sale Access System, and Public Auction on the Internet which resulted in better property tax sales and which, therefore, brought higher revenues to the County.

The budget request also includes the replacement of a reader/printer which is at the end of its useful life.

The combined office of the Treasurer, Tax Collector, Public Administrator has sought continuously to effectively and efficiently perform its duties to the community. By using automated systems in banking and investments, providing information via the Automated Voice Response system, and providing information and the ability to pay tax bills via the Internet, the department has demonstrated a proven track record of providing improved customer services even with the increasing complexity and growth in workloads. The department will continue to explore, develop, and utilize automation technologies to further contribute to the Communitywide Results adopted by the Board of Supervisors of improved services to the public.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget includes a $73,000 or 6% increase to the General Fund Support for the Treasurer-Tax Collector/Public Administrator's department. Total expenses have increased 10% as compared to FY 02-03. Salaries and benefits are increasing 18% or $300,000, which includes a Department Automation Specialist (DAS) moving from the Information Technology (IT) department to the Treasurer's office. Previously, the Treasurer paid for the DAS support in a services and supplies expense line item. The other increases to salaries and benefits are due to prevailing wage and regular step increases, there are not any staffing changes. The services and supplies expenses are decreasing $80,000 or 22%, which is a result of the DAS moving to the salaries and benefits accounts, reductions in spending on replacement computers and peripherals as well as office furniture. A replacement film/microfiche reader/printer is included in the budget.

Revenues are increasing 16% or $142,000. The budgeted amount for the sale of tax-deeded property is $20,000 or 50% less than FY 02-03. This is offset by a $175,000 or 32% increase to the Administrative Services Fees which are the costs associated with managing the treasury. These fees are increasing as higher-level positions within the Treasurer's office are managing the treasury and the amount of time spent managing the treasury is being more accurately tracked.

BOARD ADOPTED CHANGES

None.

GOALS/PERFORMANCE MEASURES

Department Goal: Provide helpful, courteous, responsive service to County departments and the public while accommodating all reasonable requests.

Communitywide Result Link: A well-governed community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of time that a reply is sent, within seven (7) business days, in response to incoming correspondence.	99%	95%	98%	100%	96%	100%

What: Response time to customer requests.

Why: To ensure effective customer service.

How are we doing? One of our office policies is to respond promptly to correspondence. Due to temporary understaffing, we are not currently meeting this target.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of customer satisfaction surveys that rate tax collection services as "good" or "excellent."	99%	99%	95%	100%	100%	100%

What: Satisfaction survey results collected from customers who are served in person and through the mail.

Why: To ensure effective customer service and track changing customer expectations.

How are we doing? We are conducting a survey of taxpayers at the public services counter from November 2002 through April 2003. At this time, 100% of the survey respondents have rated our performance as excellent. We project that the results of this survey will reach an overall 100% satisfaction level for FY 02-03.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of customer satisfaction surveys from depositors with the County Treasury which rate department performance as "good" or "excellent."	94%	100%	100%	100%	100%	100%

What: Satisfaction survey results collected from depositors with the County Treasury.

Why: To ensure effective customer service and track changing customer expectations.

How are we doing? A customer satisfaction survey of depositors was conducted during the month of October 2002. We received 32 responses to the survey, with 27 rating Treasury service as "excellent" and 5 rating as "good."

Department Goal: Manage the Treasury investment pool, which includes deposits from the County, schools, and special districts, in a manner that ensures the preservation of capital and provides the ability to meet the cash flow needs of the pool participants.

Communitywide Result Link: A prosperous community.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of public funds invested.	99%	99%	99%	99%	99%	99%

What: The percentage of available funds invested.

Why: To maximize the return on investment for public funds not immediately required to support governmental operations.

How are we doing? The County Treasurer's policy is to invest all County funds that are not immediately needed. We can invest such a high proportion of our funds because we utilize modern banking techniques such as electronic transfers, controlled disbursements, and on-line account tracking.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of time that the annual County Treasury Oversight Committee investment compliance audit results in 100% compliance.	100%	100%	100%	100%	100%	100%

What: The County Treasury Oversight Committee was formed in 1996 and has authorized audits of the Treasury each year.

Why: The annual audit ensures that operating procedures are effectively being implemented to preserve capital and meet cash flow requirements of the pool participants.

How are we doing? These audits have found the Treasury to be in compliance with the San Luis Obispo County Treasury Investment Policy.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of times Treasury investments are liquidated prior to maturity in order to meet cash flow requirements.	0	0	0	0	0	0

What: Treasury investments are liquidated only in the event that cash flow requirements cannot be met in any other way.

Why: Prematurely liquidating investments can result in penalties or loss of interest and is undesirable.

How are we doing? We consistently meet this target. However, we maintain a large inventory of highly liquid investments that would allow us to meet significant, unanticipated cash flow obligations if necessary.

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of quarter end reports in which the net yield on San Luis Obispo County Treasury investments falls more than 0.5% below the yield earned by the State Local Agency Investment Fund (LAIF).	0	0	0	0	0	0

What: Investment yields (return on investments minus all administrative and banking costs).

Why: By law, the investment yield is the third priority after safety and liquidity is met.

How are we doing? County Treasury has outperformed LAIF for the last six quarters. Previous to this, LAIF has outperformed the County Treasury up to a maximum of 0.36% in the last four years. LAIF usually outperforms the County Treasury yield because: 1) The LAIF portfolio is $48 billion vs. $400 million in the County Treasury portfolio; & 2) LAIF is an investment fund whereas the County Treasury must cover the costs of daily operations.

Department Goal: Maintain modern, efficient treasury cash management and banking systems, providing proper internal controls to safeguard, manage, and account for liquid assets.

Communitywide Result Link: A prosperous and well-governed community.

8. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of Treasury bank accounts that reconcile daily.	100%	100%	100%	100%	100%	100%

What: Bank account reconciliations.

Why: Daily reconciliations ensure effective internal control to safeguard, manage, and account for liquid assets.

How are we doing? Although daily bank account reconciliations are not required, better fiscal control results from this activity. We are meeting our target of reconciling treasury accounts daily.

9. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of time that "no findings" is the result of the internal quarterly audit by the Auditor's Office and the annual audit by outside auditors.	100%	100%	100%	100%	100%	100%

What: Internal quarterly and external annual audit results.

Why: Internal and external audits ensure that procedures are being maintained to ensure effective internal control to safeguard, manage, and account for liquid assets.

How are we doing? We normally pass our audits without any negative findings. Sometimes suggestions are made by the audit team to further improve our procedures.

10. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Maintain a "AAA/V1+" credit rating by Fitch, Inc. for the Treasury Combined Pool Investments.	"AAA/V1+"	"AAA/V1+"	"AAA/V1+"	"AAA/V1+"	"AAA/V1+"	"AAA/V1+"

What: Independent rating of creditworthiness.

Why: Credit ratings are an objective measure of the County's ability to pay its financial obligations.

How are we doing? San Luis Obispo County currently has a "AAA/V1+" credit rating which is the highest rating available from our rating agency Fitch, Inc.

Department Goal: Process tax payments promptly and accurately to provide timely availability of funds to the government agencies for which taxes are collected.

Communitywide Result Link: A prosperous community.

11. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Collection costs as a percentage of Current Secured taxes collected.	New Measure	New Measure	0.27%	0.28%	0.28%	0.28%

What: Costs to collect Current Secured taxes.

Why: To comply with the legal mandate to collect current year property taxes.

How are we doing? For FY 01/02 the County collected approximately $253,091,000 in secured taxes. The Treasurer/Tax Collector's budget for this same period was roughly 0.28%. Additionally, please note that the Tax Collector's Office is implementing improvements to its automation and E-Commerce to maintain or reduce costs. Of comparative counties surveyed, Placer at 0.25% is the closest to San Luis Obispo County in the number of assessments.

12. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of courtesy notices to all delinquent, secured, and unsecured property tax accounts mailed by the established target dates.	100%	100%	100%	100%	100%	100%

What: Reminder notices sent for unpaid property taxes.

Why: To collect the delinquent taxes and provide adequate notice in the event that a property becomes tax-defaulted.

How are we doing? We meet our policy of mailing all the courtesy notices by the target dates.

13. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of delinquent taxes collected on properties that are sold through sealed bids, "Chapter 8" agreements, or public auction due to a default on tax payments for more than five (5) years.	83%	90%	83%	90%	90%	90%

What: Taxes collected on properties that are sold after the tax payments are delinquent for more than five (5) years.

Why: To comply with legal mandates that require the recovery of defaulted taxes.

How are we doing? Tax sales by internet auction, agreement, and sealed bids are being conducted on an annual basis to more quickly resolve unpaid taxes for properties that are tax-defaulted for five years or more. Due to a higher number of sales in internet auctions, the percentage of taxes collected on properties sold is anticipated to increase in FY 02-03.

14. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of annual, current secured property taxes owed that is not collected.	1.4%	1% below the average uncollected tax rate of other California counties.	1.3%	1% below the average uncollected tax rate of other California counties.	1.3%	1.2%

What: Collection of property taxes.

Why: To comply with legal mandates that require the collection of property taxes.

How are we doing? For FY 01/02 (the most recent data available), San Luis Obispo County had an uncollected current secured tax charge percentage of 1.3%, as compared to the state average of 2.5%. This is consistent with the Tax Collector's stated goal of "1% below the average uncollected tax rate of other California counties."

15. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of business licenses issued on the same day the license application is approved and payment received.	100%	100%	100%	100%	100%	100%

What: Business licenses issued the same day.

Why: To provide effective customer service to business owners in the County.

How are we doing? Business licenses are consistently issued by the Tax Collector the same day they are approved. However, it is important to note that some business licenses require approval by other County agencies before they can be issued by the Tax Collector.

16. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of Transient Occupancy Tax and business license revenue deposited within one accounting day of receipt.	100%	100%	100%	100%	100%	100%

What: Revenue received from hotel bed taxes and business licenses deposited within one accounting day of receipt.

Why: To achieve the maximum cash flow and interest earnings possible.

How are we doing? Revenue deposits are made daily in accordance with office policy.

17. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of Transient Occupancy Tax and business license revenue spent on collection efforts.	1.3%	Less than 1.5%	1.1%	1.4%	1.2%	1.2%

What: Collection expense expressed as a percent of revenue.

Why: To measure the efficiency of the collection process over time.

How are we doing? For the fiscal year ending 6/30/03, we expect our collection costs to be 1.2% of the total revenue collected. The collection cost ratio over the last five years has been as follows: 1.1% in 2001-02, 1.3% in 2000-01, 1.3% in 1999-00, 1.6% in 1998-99, and 2.0% in 1997-98.

Department Goal: Implement cost justified, proven technologies to improve automated processing and reporting systems to provide current, accessible, and accurate information for the public.

Communitywide Result Link: A well-governed community.

18. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of time that the Automated Voice Response System is functioning properly with current information and selection options.	95%	95%	98%	95%	95%	95%

What: The Automated Voice Response System provides property tax information 24 hours a day, seven days a week for the convenience of the public.

Why: This system is often the public's first point of contact with the Tax Collector to obtain property tax payment status and should be accurate and accessible to ensure quality service to the public.

How are we doing? We check the Automated Voice Response System frequently to ensure that it is working properly and providing accurate information. We are meeting the target.

19. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of information on the department website that is accurate and up to date.	New Measure	100%	100%	100%	100%	100%

What: The Treasurer, Tax Collector, Public Administrator website is a source of useful, governmental information to the public.

Why: The Tax Collector website should be accurate and accessible to ensure quality service to the public.

How are we doing? We are constantly changing the website to add or change information as needed. This is a very dynamic information source because there are so many ways to enhance the website.

20. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of E-commerce plan developed that will enable the public to review and transact business on-line with the Treasurer, Tax Collector, Public Administrator in the future.	New Measure	50%	75%	100%	100%	100%

What: The Treasurer, Tax Collector, Public Administrator website will be modified in the future to allow for electronic commerce with the community.

Why: The ability to transact business 24/7 on-line is an important, future tool to improve the quality of service to the community.

How are we doing? We are continuing to develop prototype modules for department services. This year, we have implemented the Taxes on the Web phase of the plan that provides property tax information and payment capabilities to the public over the internet.

Department Goal: Efficiently administer the estates of deceased County residents when there is no executor or administrator to protect estate assets in the best interests of the beneficiaries, creditors, and the County.

Communitywide Result Link: A well-governed community.

21. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of fiduciary, trust, and checking accounts reconciled within five (5) business days of receipt of statements.	100%	100%	100%	100%	100%	100%

What: Bank accounts reconciled on behalf of the estates.

Why: To ensure compliance with legal requirements and protect the estate assets.

How are we doing? We consistently reconcile these accounts within five (5) days according to our policy.

22. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of referrals to the Public Administrator that are completed with an initial investigation report, burial arrangements, and any required initial legal filing within 15 business days.	100%	100%	100%	100%	100%	100%

What: Cases referred to the Public Administrator when no executor or administrator is available.

Why: To ensure compliance with legal requirements and protect the estate assets.

How are we doing? We begin each estate investigation immediately upon notification according to our policy.

23. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of estate assets secured within three (3) business days of referral.	100%	100%	100%	100%	100%	100%

What: Estate assets secured.

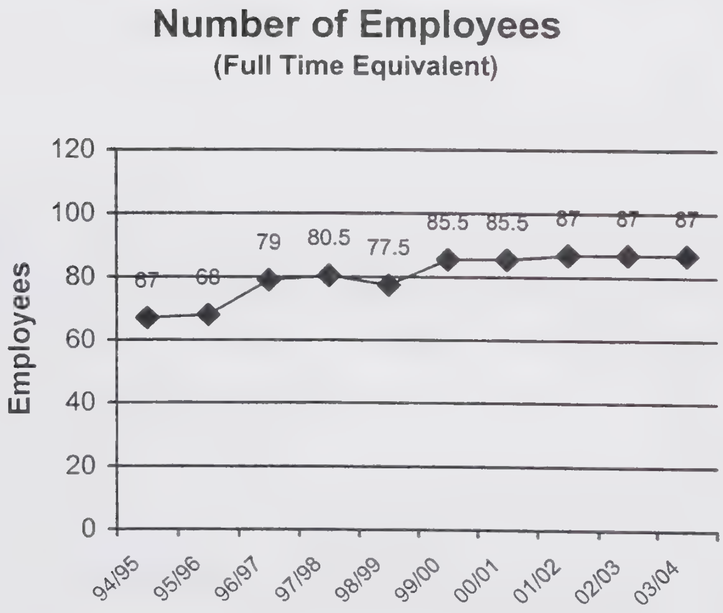
Why: To ensure compliance with legal requirements and protect the estate assets.

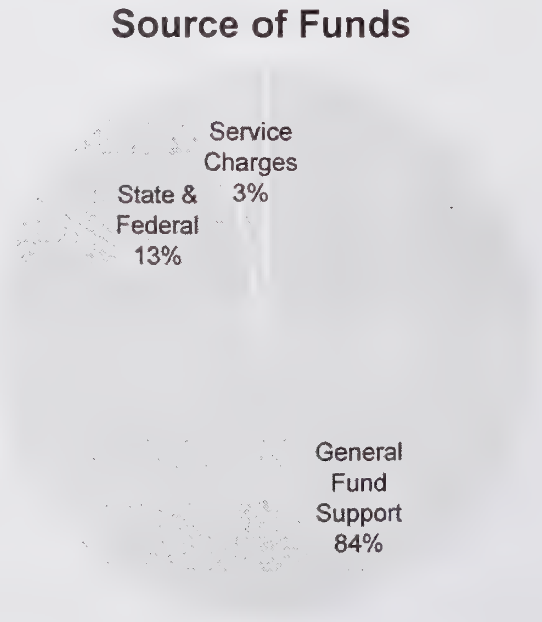
How are we doing? We immediately secure discovered assets to protect them from loss or theft according to our policy.

MISSION STATEMENT

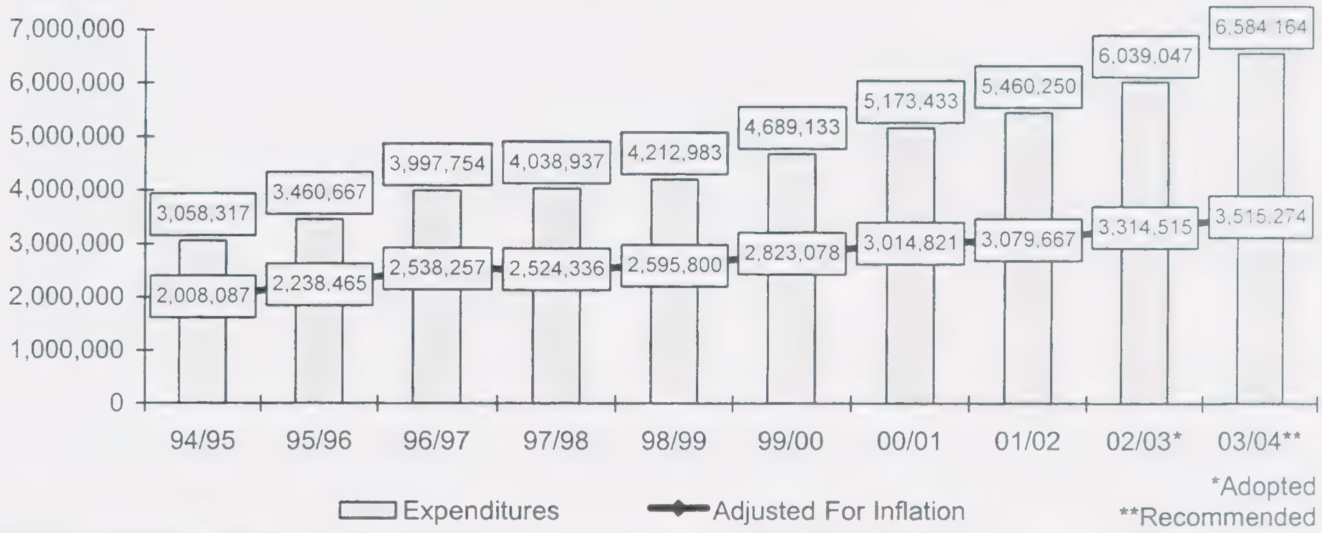
We take pride in providing fair and accurate property assessments and services that reflect our personal commitment to integrity and excellence.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 4,877,072	$ 5,277,081	$ 5,708,942	$ 5,693,942	$ 5,693,942
Services and Supplies	706,437	791,992	933,222	890,222	890,222
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 5,583,509	$ 6,069,073	$ 6,642,164	$ 6,584,164	$ 6,584,164
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 5,583,509	$ 6,069,073	$ 6,642,164	$ 6,584,164	$ 6,584,164
Revenues	1,059,192	1,127,670	1,073,288	1,075,788	1,075,788
General Fund Support (G.F.S.)	$ 4,524,317	$ 4,941,403	$ 5,568,876	$ 5,508,376	$ 5,508,376





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Administration

Oversee the preparation of all property assessments, manage personnel issues, develop and monitor the department budget, coordinate accounts payable and payroll.

Total Expenditures: $621,840 Total FTE 5.0

Appraisal

Review and assess the value of secured real property (i.e. land and buildings) when there are changes in ownership, new construction, declines in market value, disaster relief, and other appraisal events.

Total Expenditures: $1,962,572 Total FTE: 23.5

Assessment Reviews and Appeals

Review assessments of properties which have experienced declines in market values below the base year assessed value, declines in value due to misfortune or calamity, or when property owners provide additional information regarding the assessed value. Assessments appealed by property owners are reviewed, processed, tracked, and staff presents recommendations to the Assessment Appeals Board.

Total Expenditures: $302,085 Total FTE: 6.0

Assessment Standards

Analyze and track legislation pertaining to property taxes; develop and implement procedures upon passage of new legislation; compile and deliver internal and state mandated reports to appropriate agencies; oversee training for staff; implement and maintain the automated systems within the Assessor's Office.

Total Expenditures: $376,684 Total FTE: 7.0

Audit and Business Appraisal

Audit and assess the value of unsecured business property (i.e. business equipment, boats, aircraft, etc.).

Total Expenditures: $454,475 Total FTE: 5.5

Property Tax Administration Program

This State funded program establishes annual goals to ensure the timely completion of an increasing assessment workload, and the prevention of a backlog of work items. This program contributes to the end results of all other Assessor's programs.

Total Expenditures: $908,152 Total FTE: 5.0

Public Service

Provide information to the public regarding property assessments and property tax laws in person, over the telephone, and by written communication including pamphlets, public service announcements, the Internet, and annual notifications, etc.

Total Expenditures: $330,023 Total FTE: 6.0

Roll Preparation

Update and maintain the property assessment records. This includes creating and maintaining property parcel maps; verifying and updating ownership data when property ownership is altered; maintaining exemptions; updating valuation data and property attributes; processing revised assessments; maintaining the supplemental tax records; and other functions.

Total Expenditures: $1,628,333 Total FTE: 29.0

RECOMMENDED BUDGET AUGMENTATION REQUESTS AND RELATED RESULTS

Unit /Amount	Description	Results
Gross: $115,000 General Fund Support: $0	Three software modules for the Assessment Evaluation Services System to automate data entry.	• Improve staff productivity in order to continue meeting the goal of completing 97% of appraisal items despite increasing workload. Failure to process even 1% of these items could mean nearly $1 million in assessed value is not added to the roll.

DEPARTMENT COMMENTS

Many of the challenges the Assessor faced last year still remain unresolved. The uncertainty of the State's financial situation has made it difficult to begin this year's budget process since the impact on local governments is unknown. Another challenge will be the recent assessment appeals and lawsuits filed by major corporations contesting several million dollars in assessed values. While the assessment appeal process is an important remedy for property owners to resolve assessment disputes it is also important for the Assessor's Office to prepare an adequate defense of disputed values in high profile specialty property cases. If reductions of the assessed value in these cases resulted from our inability to sufficiently defend a proper assessment the potential loss in property tax revenues could reach as much as $4,500,000.

More uncertainty exists regarding legal issues that may change the procedures set fourth in the Revenue and Taxation Code. The court case in Orange County concerning Proposition 8 and its fundamental application is still in question and is currently scheduled to reach the court of appeals by spring of 2003. The outcome could significantly increase the Assessor's workload if it is deemed necessary to revise the values of property assessments processed in prior years under Prop 8. Another issue is the introduction of new legislation related to Trial de novo for assessment appeals. Such legislation could increase the scope of the evidence presented in assessment appeal cases heard by the courts. This could substantially increase the cost of defending assessment appeal cases. There is other pending legislation designed to value legal entities under a cyclical reappraisal process rather than current Proposition 13 requirements. This could dramatically increase workloads, and require more experienced appraisers and property transfer technicians.

There is no uncertainty regarding the Assessor's workload. It is expected to increase during the 2003-2004 fiscal year for several reasons. First, the County continues to grow, and the number of assessment accounts continues to rise. For the last 3 years the number of accounts has increased by an average of 2,900 per year. While the economic outlook of the federal and state budgets is still in doubt the local real estate and business activity in this area has not been as adversely affected. We expect to see the number of property assessments to be reviewed for changes in ownership and new construction continue to increase. However, should the real estate market take a downward turn, the number of assessment reviews and appeals would climb as property and business owners react to the adverse economic conditions. The Assessor's duty to address declines in value and reduce property assessments will severely impact workloads.

The most dramatic increase in the Assessor's workload was the rise in recorded documents over the past year. A record number of recorded documents (162,473) created an increase of 23,868 addition documents to be processed by staff. Despite this and other workload increases the Assessor's Office continues to look for ways to address the impact of rising workloads through automating programs, stream-lining procedures, acquiring systems, and proposing legislation or value ordinances.

The Assessor's Office should start to see the benefits of the imaging system implemented with the Clerk-Recorder's Office. The system will eliminate $40,000 in annual expenditures for maintaining the hard copies of ownership documents. These expenditures include the cost of duplicating the documents, purchasing storage binders, and the cost of additional shelving. The Assessment Evaluation Service (AES) is a system acquired last November to assist staff in our Public Service and Valuation Sections. Eliminating paper, improving our public assistance, and reducing appraisal time on residential properties will allow our office to manage the ever-increasing requirements of maintaining the assessment roll.

Budget Requests

The requests for the 2003-2004 fiscal year focuses on further enhancing staff effectiveness and improving public service.

The Assessor's Office is looking at the acquisition of three (3) additional software modules for their Assessment Evaluation Services system. The three modules will focus on enhancing the quality of our valuation process, improving our ability to explain the assessment process to the public, converting costly paper supplies to electronic images and reducing the time required to process appraisal packages to the assessment roll. The modules will be purchased using our Property Tax Administration Programs automation reserves.

In the past, to assure the timely completion of the assessment roll, the Assessor has relied upon temporary help and overtime. The AES system will be relied upon to relieve the added work increments that our valuation and public service staff face each year due to workload increases. This in-turn relieves the reliance upon additional temp help requests.

The AES system will be linked with the geo-coded parcel map created from the Barclay Map project, which was completed last year. The Assessor's staff will develop various GIS layers for sales analysis, disaster relief, and tax rate area maintenance using this cadastral map.

In order to consistently reach 98% or higher of the workload goals for the 2003/2004 fiscal year it will be necessary to maintain current staffing levels while further automating systems and processes. Without this level of support, it is anticipated that our performance goals will begin to fall well below desired results. Work items will not be completed timely and public service levels will be impacted. Of additional concern would be any drop in performance that would jeopardize our participation in the Property Tax Administration Program.

This 2003-2004 Budget maintains current staffing levels at 87 FTE's. Two ½ time positions are being combined into one (1) full position resulting in some saving in benefit expenses. The discretionary operating funds for services and supplies have been trimmed in an effort to offset increases in the non-discretionary matrix accounts.

The coming year will present many obstacles. The Assessor's Office will be faced with greater workloads, staff will be asked again to produce more in less time, while providing additional public services, and exploring automation to further advance the effectiveness of the office will be the main agenda for this coming fiscal year. The Assessor's Office is ready to meet these challenges, and is committed to producing a quality assessment roll.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall the recommended budget for the Assessor is at status quo level. Expenses have increased 9% and revenues have decreased 3%. The portion of the budget funded with General Fund money has increased by 11%. Increases in General Fund support are primarily due to the following:

- Salaries and benefits comprise 86% of the department's expenditures and have increased by 8%, or $461,772, as a result of increases due to prevailing wage adjustments and normal step increases. No new staff have been requested, however two half-time Property Transfer Technician Positions have been consolidated into one position, providing some savings in benefits.
- The services and supplies accounts have increased by 12%, or $97,345, due to increases in countywide overhead charges and insurance billings, the plan to hire expert witnesses to assist in significant property-tax appeal cases, and the purchase of the software modules for the Assessment Evaluation Service automation system (which are entirely revenue offset).

Reductions in other expenses such as use of temporary help, purchase of computer software and fixed assets, and training-related costs help offset increases in expenditures.

Revenues are projected at a slightly lower level primarily due to the planned expenditures for the AB 818 Property Tax Administration program funds. This program was established by the legislature to provide supplemental funding for County Assessors to bring the assessment rolls current and to ensure verification and timely completion of new assessments. The program is due to sunset on December 31, 2007. Our County receives $736,288 each year, which is held in a trust fund. The revenues are reflected in the Assessor's budget as the funds are drawn down to meet program expenditures. Total AB 818 expenditures planned for fiscal year 2003/04 are $873,288, indicating that $137,000 will be drawn from reserves from prior year revenues held in the trust fund to purchase the AES system modules and meet other program-related expenses.

BOARD ADOPTED CHANGES

None.

GOALS/PERFORMANCE MEASURES

Department Goal: To levy fair and equitable assessments on real property (i.e. land and structures) in an accurate and timely manner by using accepted appraisal principles and prevailing assessment practices.

Communitywide Result Link: A well-governed community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of the assessment roll completed by June 30th of each year.	98% of the assessments that were required to be appraised were completed.	97%	97%	98%	97%	97%

What: Measures the assessments that are appraised before the June 30th deadline.

Why: Incomplete assessments will generate inaccurate tax bills. Any assessments completed after June 30th will require the Assessor, Auditor, and Tax Collector to process revisions to assessments and tax bills. The average cost of a single revision processed by all three departments is a minimum of $38. It is projected that the Assessor's staff will address 70,000 appraisal items in the coming year. If 1% of those items were not addressed timely, there would be a backlog of 700 incomplete items. The additional cost of revising the backlog of items would be $26,600. Along with the increased costs to the county, property owners would be inconvenienced by revisions to their assessments and the associated delays.

How are we doing? The goal is to achieve 100% completion of the annual workload. Even under the best of circumstances when a backlog of work does not exist, there are circumstances that prevent 100% completion of all work items. This is due to delays in receiving information, items requiring substantial research, or changes to the Revenue and Taxation Code. For the 2001-02 and the 2002-03 fiscal years the overall workload has increased substantially, and in some areas it has reached unprecedented volumes. Regardless of the amount of work, the staff has achieved a high percentage of completed appraisal items for 2001/02.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
The number of real property reviews filed for every 1,000 secured assessments.	1.9	10	2.1	3	2.5	3

What: Property owners can request the Assessor to review their assessments when their property is damaged, or if they disagree with the values enrolled for new construction or a change in ownership. The number of reviews is used as an indicator of accuracy for the assessment roll.

Why: Accuracy is essential in reducing costly errors in assessments and tax bills.

How are we doing? A low number of reviews indicates that the accuracy of the real property assessments is high. The number of reviews per 1,000 secured assessments for the prior years has been: 1997/98- 2.4; 1998/99- 2.1; 1999/00- 1.9. It is anticipated that the projected and targeted results can be met with the current resources and following current procedures.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
The number of Proposition 8 reviews for every 1,000 secured assessments.	84	60	68	70	70	70

What: Prop 8 reviews are assessments under review as a result of their market value declining below their assessed base value

Why: The assessed values of these properties were decreased to reflect the decline in value. They are reviewed every year to monitor the market value in relation to the base value. When the market value rises above the base value, the base value is enrolled again.

How are we doing? In 1996/97, the number of Proposition 8 reviews peaked at 135 per 1,000 secured assessments. Since then, the number decreased by nearly 80%. As real estate values have stabilized the Prop 8 workload has remained constant. The properties remaining under Prop 8 review are mostly properties located in areas where the real estate market has been speculative or demand has been historically low.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
The number of real property appeals filed for every 1,000 secured assessments.	.69	Less than 2	.72	2	2	2

What: When property owners disagree with their property's assessed value, they may file for an assessment appeal hearing before the Assessment Appeals Board. The number of real property appeals is used as an indicator of accuracy and equity among real property assessments.

Why: The Assessor strives to make accurate and thorough assessments when property is initially valued in an effort to control the costs associated with producing the assessment roll.

How are we doing? Compared to other comparable counties in California, San Luis Obispo ranked lowest at .61 total assessment appeals per 1,000 secured assessments for the 2000/2001 assessment roll. The range of 10 similar counties was .86 to 4.73. This is based on the most recent data on budgets and workloads provided by the Board of Equalization. It is anticipated that the number of appeals for real property assessment will increase due to the increased volume of recorded documents causing delays in processing changes of ownership.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
The number of completed assessments per appraiser on staff.	1,350	1,850	1,788	1,500	1,800	1,825

What: This measurement compares the size of the workload per appraiser from year to year.

Why: This indicator tracks changes in production as new procedures or automated systems are introduced.

How are we doing? Prior to this year, the Assessor's Office has relied on the Board of Equalization's "Report on Budget, Workloads, & Assessment Appeals Activities." This particular data was not included in the most recent data provided by BOE. For the 2002/2003 FY, the Assessor is reporting data collected and tracked within the Assessor's Office. The Assessor's data indicates that the number of units per appraiser has remained constant at approximately 1800 units since 1997.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Net County Cost per assessment.	$26.85	$28	$26.99	$29	$29	$31.50

What: The measurement is the net county cost divided by the total number of assessments.

Why: The Assessor's Office strives to make the most effective use of all available resources in order to produce assessments at a reasonable cost.

How are we doing? In prior years the BOE "Report on Budget, Workloads, & Assessment Appeals Activities" indicated that San Luis Obispo had a net county cost that was comparable to the 10 most similar counties.

Department Goal: To levy fair and equitable property assessments on unsecured business property (i.e. business, watercraft, aircraft, race horses, etc.) in an accurate and timely manner by using prevailing assessment practices.

Communitywide Result Link: A well-governed community.

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
The number of unsecured business property reviews filed for every 1,000 business property assessments.	1.06	2	1.43	2	2	2

What: Property owners can request the Assessor's staff to review their property's assessment when they disagree with the assessed value. The number of reviews is used as an indicator of accuracy for the assessment roll.

Why: Accuracy is essential in reducing costly errors in assessments and tax bills.

How are we doing? A low number of business property reviews indicates a high degree of accuracy in the business property assessments. For 1998/99 there were 2.2, and for 1999/00 there were 1.2 per 1000 assessments. The FY 2002-03 target has been increased in anticipation of the number of business property reviews rising if businesses are impacted by a slow economy.

8. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
The number of unsecured business property appeals filed for every 1,000 business property assessments.	.69	1	.53	1.5	1.5	1.5

What: When property owners disagree with their property's assessed value, they may file for an assessment appeal hearing before the Assessment Appeals Board. The number of business property appeals is used as an indicator of accuracy and equity among business property assessments.

Why: The Assessor strives to make accurate and thorough assessment when property is initially valued in an effort to control the costs associated with producing the assessment roll.

How are we doing? As compared to the 10 most similar counties in California, for the 2000/2001 assessment roll, San Luis Obispo had the lowest number at .38 appeals per 1000 business property assessments. The highest number of the 10 counties was 6.9. As with the reviews, the FY 2002-03 target has been raised in anticipation that the number of appeals on business property assessments will increase if business owners are impacted by a slow economy.

Department Goal: To preserve the integrity and high quality of the assessment records by expeditiously updating and maintaining the data.

Communitywide Result Link: a Well-Governed Community.

9. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
The number of total assessments to be maintained.	165,153	166,000	167,509	169,000	169,000	171,000

What: The Assessor must maintain and update the data for each assessment. The data to be maintained includes ownership information, property owner addresses, tax rate areas, valuation data, parcel boundaries, etc. Hard copy and on-line data is maintained.

Why: To assure accurate assessments, correct tax bills, and proper mailing addresses for billing information. In addition other county departments and the public use the assessment data base for current ownership and mailing address information.

How are we doing? As the County grows the number of assessments continues to increase. While current items are updated expeditiously and timely, the Assessor is actively pursuing new automation programs to prepare for a greater number of assessments in the future. The number of total assessments has increased 9% since 1995.

10. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
The number of recorded documents examined relevant to property ownership.	117,199	105,000 to 115,000	148,887	105,000 to 115,000	130,000	130,000

What: Recorded documents are reviewed to identify assessments that have had changes and need to be updated.

Why: Recorded documents are the primary source of information pertaining to property ownership. Property is appraised when there is a change in ownership.

How are we doing? The number of documents fluctuates with trends in the real estate market, and with changes in the interest rates. Since 1995 the number of documents has increased by 89%. During the past year, there was an unprecedented annual increase of 27% as a result of falling mortgage rates.

11. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
The number of exemptions.	47,467	47,500	48,208	49,000	49,000	49,500

What: Property owners may qualify for exemptions (e.g. homeowners, welfare, veterans) on the their property. These exemptions generate a significant workload for the Assessor's Office.

Why: The initial filing of an exemption claim must be timely processed to ensure the taxpayer receives the reduction on their tax bill. Existing exemptions must also be monitored and maintained to assure that only qualified exemptions are applied to assessments in each subsequent year. Events that require a review of an exemption's status include changes in property ownership, property owners who change their legal place of residence, and property owners filing more than one exemption. New claims and changes in existing claims require annual review of church, religious, and welfare exemptions.

How are we doing? The number of exemptions has increased 12% since 1996/97. The Assessor's staff continues to keep up with the workload despite the increased number of exemptions.

Department Goal: Achieve 100 % of the performance goal of the California State Property Tax Administration Program to ensure effective assessment practices and continued state funding.

Communitywide Result Link: A Well-Governed Community.

12. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage compliance with performance standards stated in the California State Tax Administration Program (AB 818/719).	112	96	107	96	100	100

What: AB 818/719 is a program established by the State of California to support county assessors in successfully maintaining assessments and reassess property in a timely fashion.

Why: The State requires compliance with its standards in order to assure funding.

How are we doing? The number of work items addressed for 2002 exceeded the contract goals by 7% and the funding requirement by 12%. Compliance with the program's contracted goals provided $736,288 in funding for FY 2002-03. The State has changed the performance goals as of 2002/2003. Counties are now required to meet valuation standards for specific assessment categories.

Department Goal: Design, implement, and maintain automation systems to ensure accurate and timely information to County departments and the taxpayers.

Communitywide Result Link: A Well-Governed Community.

13. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
The number of major new programs in progress during the past year that were completed.	New Measure	3	3	2	2	1

What: The Assessor's Office has several programs in progress that will help expedite the updating of ownership and valuation data.

Why: When information is not updated accurately or timely, corrections must be made by the Assessor, and possibly by the Auditor and the Tax Collector. Inaccurate or untimely information is likely to generate incorrect tax bills followed by revised tax bills issued to taxpayers.

How are we doing? The Assessor's Office relies highly on automation to effectively manage their growing workload. During the past year the property system was upgraded to: 1) improve updating ownership and valuation data on renumbered parcels; 2) to implement bar coding to process forms; and 3) further automate the mailing of supplemental assessment notices. For FY 2002-03, an imaging system that will reduce file storage and improve updating ownership records will be completed. In addition, a computer assisted mass appraisal system is being implemented. For the 2003/2004 fiscal year, the Assessor will focus on the development of an imaging system for all real property files. This will be a major undertaking, and will require 2 or 3 years to complete.

Department Goal: To provide high quality services to the public and taxpayers.

Communitywide Result Link: A Well-Governed Community.

14. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
The percentage of responses rating the Assessor's services as satisfactory or higher.	New Measure	New Measure	Not Available	90%	90%	90%

What: This measures the favorable responses regarding the Assessor's services.

Why: To assure that the public and taxpayers receive high quality service from the Assessor's Office.

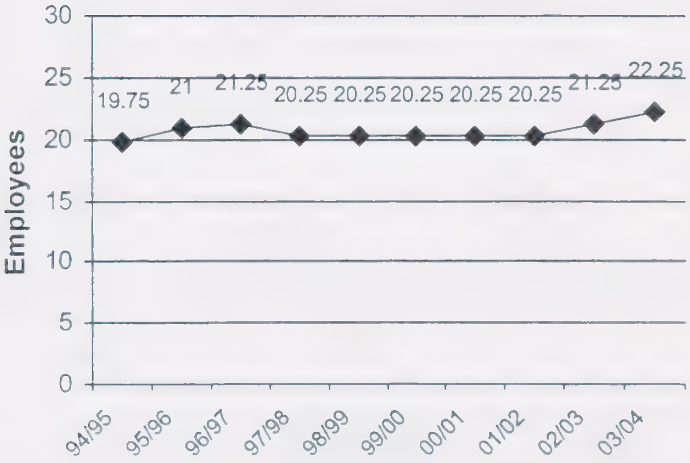
How are we doing? The survey has been postponed, and the data is unavailable for the2001/2002 fiscal year.

MISSION STATEMENT

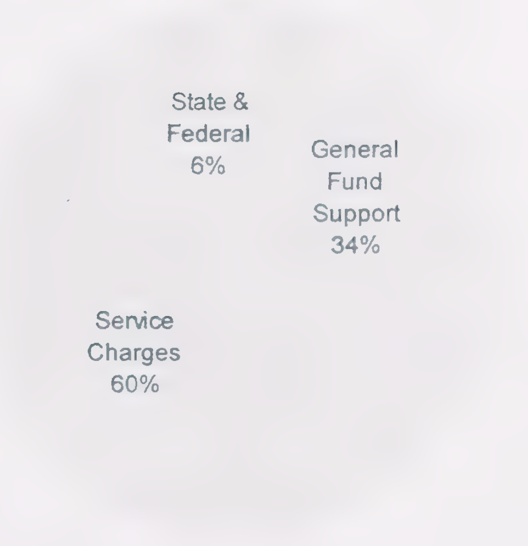
The County Clerk-Recorder's Office is dedicated to providing thorough and timely information with courtesy and respect for our customers.

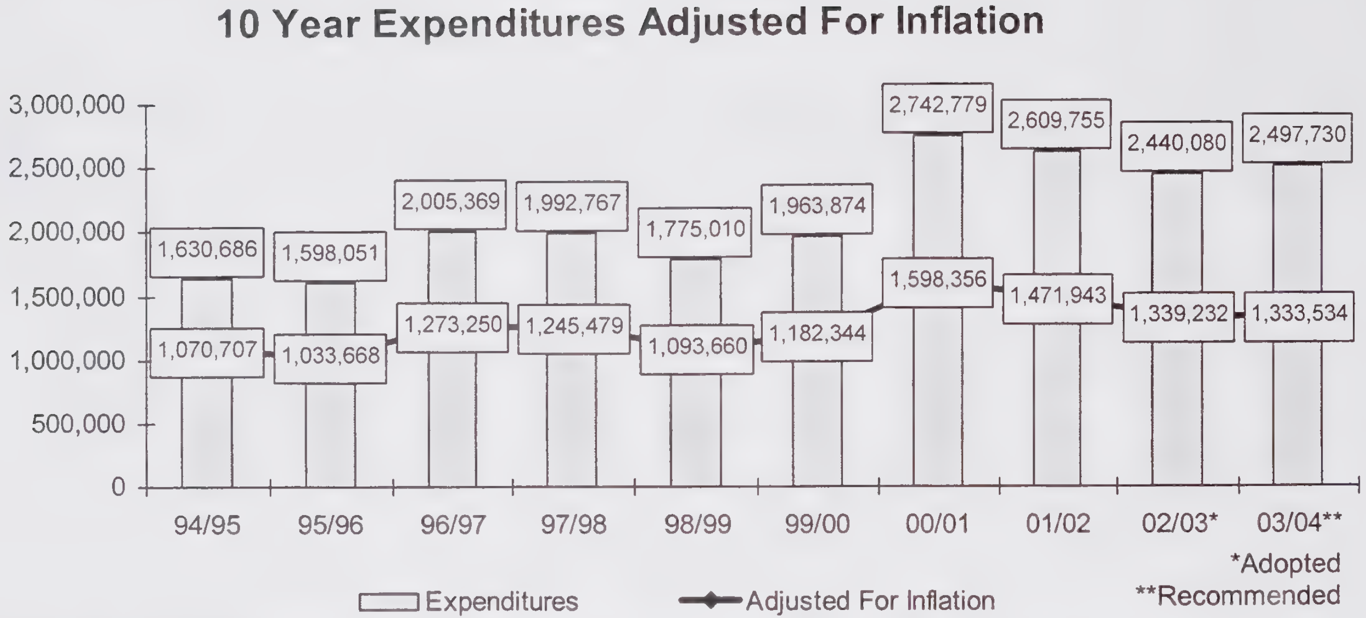
Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 1,240,577	$ 1,407,999	$ 1,455,272	$ 1,431,821	$ 1,431,821
Services and Supplies	1,310,868	1,237,777	1,028,124	1,039,624	1,039,624
Other Charges	0	0	0	0	0
Fixed Assets	58,310	0	26,285	26,285	26,285
**Gross Expenditures	$ 2,609,755	$ 2,645,776	$ 2,509,681	$ 2,497,730	$ 2,497,730
Less Intrafund Transfers	1,058	1,211	0	0	0
**Net Expenditures	$ 2,608,697	$ 2,644,565	$ 2,509,681	$ 2,497,730	$ 2,497,730
Revenues	1,906,955	2,571,216	1,671,934	1,659,983	1,659,983
General Fund Support (G.F.S.)	$ 701,742	$ 73,349	$ 837,747	$ 837,747	$ 837,747

Number of Employees
(Full Time Equivalent)



Source of Funds





SERVICE PROGRAMS

Clerk of the Board of Supervisors

Provide professional, knowledgeable staff for all meetings of the Board of Supervisors, and other mandated boards, to produce accurate and timely meeting minutes, preserve and maintain files and records.

Total Expenditures: $291,755 Total Staffing (FTE): 3.30

Commissioner of Civil Marriages

Provide enthusiastic, professional volunteers and staff to perform civil marriage ceremonies.

Total Expenditures: $0 Total Staffing (FTE): 0.0

County Clerk

Provide exemplary service to our customers in issuing marriage licenses, filing notary and other bonds, filing fictitious business name statements and processing of passport applications.

Total Expenditures: $172,972 Total Staffing (FTE): 2.32

Elections

Encourage and maintain the voter registrations of all electors residing within the County; ensure the integrity of the election process in the management and conduct of all elections; provide professional, knowledgeable staff to assist customers and voters in the office and at the polls on election day.

Total Expenditures: $1,046,318 Total Staffing (FTE): 6.0

Recorder

Maintain the integrity of the Official Records with well-trained staff to examine, record and index property related documents and vital records; provide professional, knowledgeable staff to assist the public in searching title and family histories.

Total Expenditures: $640,159 Total Staffing (FTE): 7.63

Recorder's Restricted Revenues (Special Projects)

Collect and utilize restricted funds to boldly pursue the modernization of delivery systems for official and vital records.

Total Expenditures: $346,526 Total Staffing (FTE): 3.0

DEPARTMENT COMMENTS

The County Clerk-Recorder is pleased to have been able to respond to much of the increasing customer demands and to implement many advances in service in the last year. Nevertheless, we must also acknowledge that there are areas in which the demand continues to challenge our resources. This report will highlight those areas which require budget augmentation as well as confirm our goals and accomplishments in such areas as Internet presence, elections and recording efficiencies.

Recognizing the uncertainties of today's economic climate, the County Clerk-Recorder is requesting certain modest budget augmentations while continuing to remain within the general fund support allocated in fiscal year 2002/03. A half time DAS I position is being requested to ensure that department staff can continue to utilize technology to its fullest potential. Seven computers and a copier are being requested to replace existing equipment that is no longer under warranty or in constant need of repair. An optical library is being requested to ensure sufficient storage space for recorded document images for at least another two years. All of the above requests will be funded with Recorder's restricted revenue at no general fund cost.

The department has attempted to hold costs stable and has continued the funding reductions implemented in the current fiscal year, however, increased staff and ballot costs associated with the complexity of the primary election are requested. These increased costs and the increased salary costs due to the 02/03 COLA are partially offset by a reduction in countywide overhead and microfilming costs, resulting in increased expenditures of $56,707.

County Clerk-Recorder revenue reflects a $56,835 increase over the current fiscal year. Although the County is solely responsible for covering the costs of the primary election, thereby reducing election revenue by $240,000, the recording related revenue continues to increase to cover this revenue reduction.

The County Clerk-Recorder continues to make strides in improving the efficiency and effectiveness of providing services to our customers, including, but not limited, to the following advances over the past year.

EXPANDED WEBSITE OFFERINGS- the addition of the grantor/grantee and fictitious business name index has allowed our customers to obtain information outside normal business hours and without a phone call or visit to our office. The response to the availability of these databases online has been tremendous and we continue to strive to expand public awareness of this service.

EXPANDED SERVICES IN NORTH COUNTY OFFICE- the administrative assistant approved in last year's budget has allowed us to improve on our service delivery, particularly in recording documents and reducing the time required to return those documents to our customers. Housing the additional staff in the North County Office has increased the hours the office is open and full service recording will be offered in that office by the end of this fiscal year.

REDUCED COST OF ABSENTEE BALLOTS- due to continued efforts to streamline the process and the expansion of permanent absentee voters, the cost per absentee ballot decreased by 20% to $2.48 per ballot.

DOCUMENT RECORDING EFFICIENCIES- the Recorder's indexing/imaging system continues to provide many improvements in the recording process. The electronic recordation of county tax liens was implemented in July 2002 and virtually eliminated all manual intervention with these documents, saving over 200 hours of Clerk-Recorder staff time, in addition to savings for the Tax Collector staff. This process will be extended to State tax liens in early 2003 and we are working with the Office of Family Support to implement a similar process for liens from their office.

POLLWORKER RECRUITMENT- In October, 2002 your board approved a pollworker stipend increase to encourage citizens to become involved on election day and a pilot program to explore the use of county employees to ensure fully staffed polls. Due to the response from the public and the over 25 employees who volunteered to be on stand by for election day service, San Luis Obispo County had fully staffed polls for the first time in the last 6 years. With the Board's support of such programs and our efforts to expand outreach to community groups and schools we can ensure that San Luis Obispo County will continue to provide precincts fully staffed, with competent, well-trained pollworkers.

SUMMARY

The County Clerk-Recorder has responded to the challenge presented by the uncertainty of the County's funding by presenting a budget that continues to preserve our customer driven approach while minimizing the department's general fund support. The budget as presented slightly reduces the department's net county cost and we will continue to look for efficiencies and cost reductions in the performance of our mandated duties.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Clerk/Recorder provides clerk services for the Board of Supervisors, election services to the County and many local districts, and process and records legal documentation for both the private and public sector. Overall expenditures for this department are up by $57,650, or a 2% increase over the current year. Salary and benefits accounts are increased by $176,762, reflecting the costs of prevailing wage increases and the shift of a Departmental Automation Specialist (DAS) cost to this budget. The request for a half-time DAS is not recommended for approval at this time. Adding additional technology staff may be premature as the Information Technology Department (ITD) continues its restructuring efforts and the extent to which ITD can support departmental automation efforts continues to be defined.

The service and supply accounts show a decline of $142,397, or 12% less than the current year. This decline in expenditure is entirely related to a decrease in overhead charges and the shift of the DAS costs to the salary accounts. Adjusting for these two changes, the expenditures in the remaining service and supply accounts show an increase of approximately $105,000, or about 9% over the current year. The Clerk Recorder will have two elections in the next year and service and supply expenses are higher in years when there are two elections as these accounts support poll worker and ballot expenses. It should be noted that the Board of Supervisors approved increases in the stipends paid to poll workers in the current fiscal year.

Also recommended for approval are two fixed assets. A replacement copier ($8,050) and an optical library ($18,235) are included in the budget for this department. The optical library is essentially a computer-based system that expands the Clerk/Recorder's document indexing/imaging system.

Revenues are also increased by 3% or $48,360. The General Fund support to this budget is recommended to increase by 1%. Revenues from document recordings tied to the real estate industry continue to increase, helping to offset costs in this budget.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Create, process, maintain, and/or update records and documents (i.e., Board of Supervisor minutes and records, real property and vital records, voter registration, etc.) in a timely and accurate manner to ensure compliance with local, state, and federal laws.

Communitywide Result Link: A well-governed community.

1. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	¾ Target
Percentage of voter registrations that are accurately entered into the database the first time the affidavit is keyed.	99%	100%	100%	100%	100%	100%

What: Voter information keyed error-free.

Why: To increase efficiency and enhance customer service.

How are we doing? Consistently meeting our goal.

2. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of documents from Board of Supervisors' meetings processed error free and distributed within 7 business days.	100%	100%	100%	100%	100%	100%

What: Processing time and standards for Board minutes and documents.

Why: To comply with government mandates and ensure customer service with Board of Supervisor, County departments, and the public.

How are we doing? Consistently exceeding goal. In most instances, the minutes are processed and distributed by the Friday after the Board meeting.

3. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of documents received by mail which are examined and recorded, or returned, the same day.	88%	98%	77%	98%	88%	98%

What: Processing time for official records (e.g. deeds, reconveyances) received in the mail.

Why: To provide prompt customer service to the public, County departments, state, and federal agencies. To comply with law that requires recordation of certain documents within 2 days of receipt.

How are we doing? Due to the 43% increase in recordings and the 51% increase in the number of pages per document since FY 2000/01 we were unable to reach our target. The additional staff hired in November will help return this measurement to 00/01 levels even with the increased volume. Through increased efficiencies inherent in the recording system and enhanced staff training we will continue to strive to meet the ideal target of 98%.

4. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of marriage licenses issued according to State standards.	87%	100%	97.3%	100%	100%	100%

What: The State of California will reject a license which has not been completed according to standards.

Why: To increase efficiency and enhance customer service with the public.

How are we doing? Consistently meeting our goals.

Department Goal: Provide easy access to all public records and documents to enhance customer service.

Communitywide Result Link: A well-governed community.

5. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of recorded documents indexed within 2 business days.	100%	100%	100%	100%	100%	100%

What: All official records are indexed with a locator number to make them accessible and retrievable (e.g. deeds, liens, reconveyances)

Why: To create document control, ensure customer service, meet State requirements, and maintain current fee structure.

How are we doing? Consistently exceeding our goals. All documents are indexed and available to the public and title companies by the end of the recording business day.

6. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of requests for vital and official records per month conducted online via the web.	2%	New Measure	4%	3.0%	4%	3%

What: Clerk Recorder services available for a fee online.

Why: To enhance customer service and public access to records and to make more efficient use of staff time.

How are we doing? Records copy requests via the web require less staff time and are primarily placed by customers that are unable to contact the office during regular hours. The implementation of the new department website to include grantor/grantee and fictitious business name indices has been successful in increasing our web requests. (4% translates into 470 requests) The 03/04 projected results reflect an expected decrease in web orders due to new legislation effective 7/1/03 which will make requirements for requesting vital records more stringent and complex in an attempt to curb identity theft.

7. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Customer service index.	16*	20	29	29	29	29

What: Action for Healthy Communities conducts a bi-annual anonymous survey of 12 public agencies to assess the quality of their customer service. Each agency receives a score between 1 and 29, with 29 being "perfect" customer service. *In the 1999 survey, 20 was a perfect score.

Why: To provide information for continuous improvement of our customer service delivery.

How are we doing? In the most recent survey (October 2001) the Clerk-Recorder scored in the top 2 of the 19 agencies surveyed. The average score for the 2001 survey was 18. Our high score highlights our staff's commitment to providing outstanding public service.

8. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of Internet survey respondents who found information they were searching for without a follow up phone call or trip to office	59%	80%	50%	85%	78%	80%

What: Responses to website survey.

Why: To enhance customer service and provide information for continuous improvement of our Internet service delivery.

How are we doing? The Clerk-Recorder's website was upgraded in March 2002 and now includes the Official Records and Fictitious Business name indices. Due to legislation that restricts access of information on the internet, some of the information requested by the public cannot be made available and this will affect our ability to meet our target. We will continue to use our survey results to expand and improve our website within the confines of the law.

9. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of County Clerk-Recorder customers who receive service in satellite office.	16%	20%	16.4%	25%	20%	25%

What: Percentage of vital records copies, marriage licenses, passport applications, notary bonds and fictitious business names processed in satellite office located in Atascadero.

Why: Improve customer service by making services available in satellite office.

How are we doing? Although there has been a presence in Atascadero for 10 years, many of our customers are not aware of it. To combat this, a more aggressive campaign to raise awareness of our presence will be launched, including providing information about our services to schools, hospitals and the media. The addition of real time recording in FY2003/04 will increase this percentage of customers served. (25% translates to approximately 5,600 customers per year)

Department Goal: Ensure the integrity of the San Luis Obispo County election process and encourage the participation of all eligible voters in a cost-effective manner.

Communitywide Result Link: A well-governed community.

10. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of mailed absentee ballot requests fulfilled within 3 days.	60%	100%	100%	100%	100%	100%

What: Number of days from receipt of request to mailing of absentee ballot.

Why: To enhance customer service and ensure high voter participation by providing requested ballots in a timely manner.

How are we doing? It is our goal to turn all mailed absentee ballot requests around in 3 business days. (Requests made in person are filled immediately). The expansion of the permanent absentee voter status assists with meeting this goal as applications do not need to be processed for each election. Permanent absentee voters increased from 2,000 to 18,000 for the November, 2002 election and we expect to see this number increase to 25,000 for the March, 2004 election, ensuring that we can continue to meet or exceed this goal.

11. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Cost per absentee ballot.	$3.29	$3.30	$3.09	$3.35	$2.48	$2.50

What: Cost to issue each absentee ballot.

Why: Absentee ballots are very labor intensive. Currently approximately 40% of San Luis Obispo County voters vote by absentee ballot. Efforts to streamline the process will increase efficiency and keep costs down.

How are we doing? With the purchase of the Accuvote voting system in 2000, we have realized significant reductions in absentee voter processing costs (.82 per voter – from $4.11/ voter to $3.29 / voter). In addition, touchscreen units were used for early voting in the office for the first time in March, 2002. Because these votes are handled as absentee ballots but without the same manual intervention, as their use is expanded, this cost should be reduced further or at least held constant in the face of increased costs for postage and envelopes. This cost was further reduced by the expansion of permanent absentee voter status to anyone requesting it. The permanent absentee voter roll expanded from 2,000 to 18,000 in the November 2002 election. For each voter on permanent absentee status, the staff time to process the ballot is reduced by about 1/3.
Comparable counties have provided the following information for comparison:
Placer $ 7.50
Santa Barbara $4.57
The other counties polled do not yet have figures available for the November, 2002 election. We will continue to work with our comparable counties to provide meaningful comparison figures as well as share ideas for improving efficiencies and cutting costs.

12. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of precinct inspectors that receive 90% or better on post-election performance review.**	27%	95%	95%*	100%	63%*	100%

What: Each precinct inspector's performance on election day is evaluated.

Why: To ensure the integrity of the election process at the polling place and provide information for continuous improvement of the training materials.

How are we doing? **The initial measurement was for precinct inspectors to achieve 80% or better, however this has been changed to 90% with this budget in an effort to strive for near perfect performance. Although new election laws continue to make the job of precinct inspector more difficult, by conducting the performance reviews, we have been able to target specific areas for upgrades and additional training. We plan on instituting an election officer academy and creating training videos to ensure continuous improvement of our inspectors' performance in this critical function.

13. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Average cost per registered voter in the County.	$3.22	Less than $2.50	$3.10	Less than $3.50	$3.24	Less than $3.50

What: Cost per registered voter of conducting a county wide election.

Why: Conduct elections in the most cost effective manner possible.

How are we doing? Consistently meeting goal to improve the process for voters while keeping costs constant. While comparisons with other counties are not always straightforward due to different voting systems and demographics, our comparable counties have provided the following: Placer- $6.00; Santa Barbara- $5.75. The other counties polled were not able to provide the information requested. We will continue to work with our comparable counties to provide meaningful comparison figures as well as share ideas for improving efficiencies and cutting costs.

14. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Voter Participation Rates	77%	65%	43%	70%	59.7%	60%

What: The San Luis Obispo County voter turnout for statewide elections.

Why: It is a measure of whether people participate in their government and have a stake in their future.

How are we doing? There are many factors that effect voter turnout. Voter turnout is always higher in a General Election than it is at the Primary Election and higher in a Presidential year than for State and Local Elections. The March 2004 Primary is a Presidential Election and we anticipate a higher turnout. This office is committed to encouraging voter participation and educates the public on deadlines for voter registration for a particular election and also on applying for an absentee ballot. Our commitment to mail voter information pamphlets/ absentee ballot applications at the earliest possible date and posting of information and polling place lookup on the Internet assist our voters in being informed. These efforts are recognized in San Luis Obispo's voter turnout being 10% higher than the statewide voter participation rate for the November, 2002 election.

15. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02/03 Adopted	02/03 Projected Results	03/04 Target
Percentage of absentee voters utilizing Touchscreen voting.	New Measure	New Measure	1%	5%	2.8%	3%

What: The percentage of absentee voters who vote on Touchscreen units instead of with an absentee ballot.

Why: Voters utilizing the touchscreen units are treated as absentee voters in all ways except that there is not the associated manual intervention and labor that is required to issue and process an absentee ballot. As more voters utilize this method, the cost of issuing absentee ballots will decrease. There could also be an increase in voter turnout as voting will be more convenient for voters.

How are we doing? Touchscreen units were used for early voting for the first time in the March 2002 primary election and 222 voters utilized the machines. We had planned to expand the early voting program to include sites other than the County Clerk-Recorder's Office, however, due to funding limitations the units were only available in the County Clerk-Recorder's Office and this restricted our ability to meet the target of 5%. In the November 2002 election, 913 voters chose to take advantage of the new technology and the effect can be seen in the reduced cost of processing absentee ballots.

County of San Luis Obispo

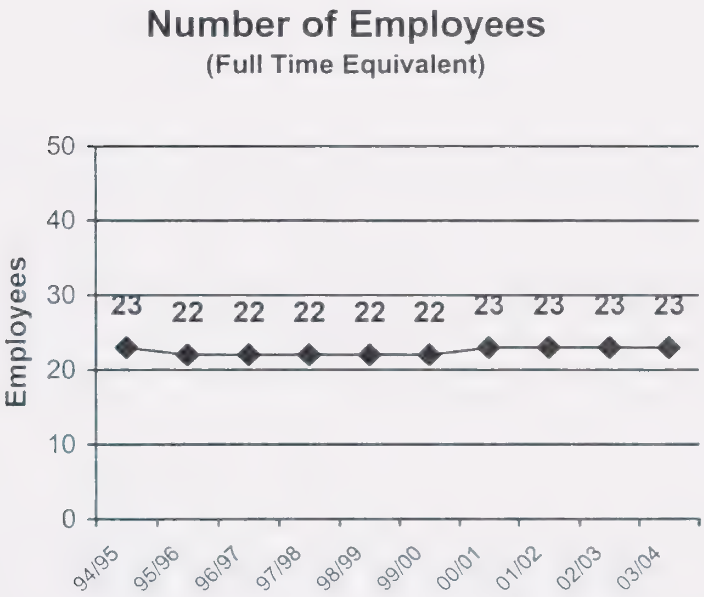
Support to County Departments

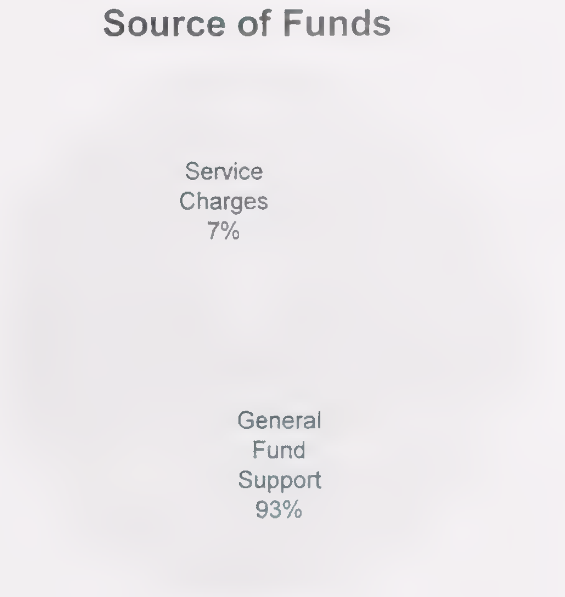
- County Counsel
- Personnel
- General Services
    - Reprographics
    - Garage
- Information Services Division
- Risk Management
    - Self Insurance

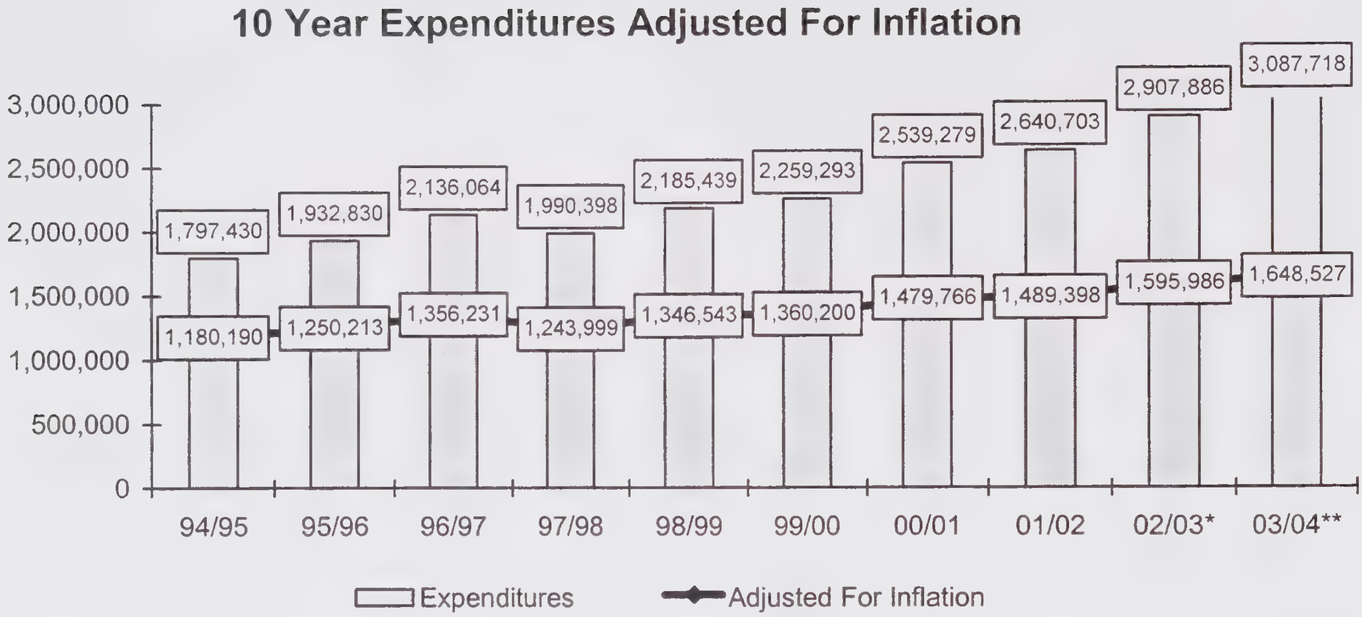
MISSION STATEMENT

To provide accurate and reliable legal services to County departments, boards, agencies, and special districts in a manner which is cost effective and promotes excellence in delivery of government services to the public.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 2,521,130	$ 2,739,683	$ 2,773,020	$ 2,773,020	$ 2,773,020
Services and Supplies	366,046	356,035	332,783	306,098	306,098
Other Charges	0	0	0	0	0
Fixed Assets	0	0	8,600	8,600	8,600
**Gross Expenditures	$ 2,887,176	$ 3,095,718	$ 3,114,403	$ 3,087,718	$ 3,087,718
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 2,887,176	$ 3,095,718	$ 3,114,403	$ 3,087,718	$ 3,087,718
Revenues	83,268	79,228	229,375	229,375	229,375
General Fund Support (G.F.S.)	$ 2,803,908	$ 3,016,490	$ 2,885,028	$ 2,858,343	$ 2,858,343







*Adopted
**Recommended

SERVICE PROGRAMS

Legal Advice

Provide representation and legal advice to the Board of Supervisors, 73 County boards, commissions, departments, agencies, or divisions (including 5 joint powers agencies to which the County belongs), and to the managers of 24 Board governed special districts, as well as certain legal services to 16 non-Board governed special districts. Conduct legal research; draft, review, and approve agreements, contracts, and projects; and advise County officers regarding their legal responsibilities under federal and state law. Protect the County and its officers from liability and enable the Board of Supervisors to carry out its programs and policies within the limits of the law.

Total Expenditures: $1,879,481 Total Staffing (FTE): 14.0

Litigation

Defend the County and special districts and provide litigation services in complex lawsuits including tax, personnel, contract, and land use matters to minimize liability and maximize County recovery. Represent the County and protect the interests of the client in cases that address the special needs of fragile populations in the community (children referred to Child Protective Services, residents receiving mental health care and individuals requiring conservatorship), as well as estates without probate representation.

Total Expenditures: $1,208,237 Total Staffing (FTE): 9.0

DEPARTMENT COMMENTS

The office of County Counsel provides the highest quality legal advice and litigation representation to the Board of Supervisors, County departments, commissions, and special districts. The key program objectives established by the Department as performance goals have been successfully achieved. The County also succeeded in recovering in excess of $700,000 to correct contractor construction flaws at Dairy Creek Golf Course. In related matters, we won a judgment this year and a settlement last year totaling over $3 million from the surety on the Dairy Creek project. We won the mandate portion of the Munari lawsuit at the Court of Appeal. Over the last two years we have won the Van't Riet lawsuit and the Virgin lawsuit. The Virgin case went to the United States Supreme Court where the writ of certiorari was denied without hearing. We have succeeded in assisting the developer and plaintiffs reach a settlement in the Froom Ranch litigation, the Woodlands litigation and the SMART lot line adjustment lawsuit with no out-of-pocket expenses to the County. We also defended LAFCO in a separate Froom Ranch case that we succeeded in having dismissed. We have assisted in gaining a judgment in the Mercer litigation of over $4 million. That judgment is currently subject to appeal. We have prevailed against the

Deputy Sheriff's Association at the Court of Appeal. We assisted the Assessor in defending the property tax assessments on Tosco and Duke. Both of these cases are now pending in the courts. Our office succeeded in settling the Buena Vista Mines CERCLA case with no out-of-pocket County expense. Our County was instrumental in briefing and arguing the *State of California v. Babbitt* case before the federal District Court and the 9th Circuit Court of Appeals. The State and County won at both levels, thereby upholding important federalism principles regarding off-shore oil leasing. Additionally, during the last two years our office has continued defense of the AT&T and MCI WorldCom litigation. We are now being challenged in state and federal court by these companies in four different lawsuits. For example, they are seeking to invalidate our telecommunications ordinance and recover over $1 million in fees paid to the County.

This year we have continued to progress in achieving our goals in the PG&E Bankruptcy. So far in the case we have recovered $8.26 million in property taxes and $733,000 in tax penalties (since April 2001). Our ultimate goal is to avoid the adverse property tax, franchise fee, and utility rate consequences that could result from PG&E's goal of removing itself and the operation of Diablo Canyon from regulation by the State of California. There have recently been several noteworthy developments in the case. The Official Creditor's Committee has gone from supporting PG&E's plan to co-filing a plan with the California Public Utilities Commission. In addition, PG&E recently made a major concession by removing a key element of its plan, which would have modified its obligation to serve its customers. At the conclusion of the case we will be making a motion to be compensated for our expenses out of the bankruptcy estate. Those expenses may exceed $200,000. We have been able to keep our expenses down by having a substantial portion of the case handled by our staff, rather than by outside counsel, whose rate is $440 per hour. If we were forced to use outside counsel exclusively, our expenses would increase by a factor of four. PG&E has told the Court that it estimates that its attorneys fees and expert expenses will be $150 million.

We have seen a marked increase in our workload, arising from the PG&E Bankruptcy litigation, the Nuclear Regulatory Commission litigation, the closure of General Hospital, the Mobilehome Rent Review Board, the increase in filings of Mental Health petitions and Child Protective Services' dependency petitions, to name a few. We have also been more involved in San Luis Obispo Council of Governments (SLOCOG) activities than was planned.

We are proud that our office is able to handle the increase in complexity and range of activities, legal challenges, and litigation facing our County clients. In litigation matters, we have seen an increase in the resources used in the private sector. We have continued our efforts to utilize management efficiencies, improved technology, and long working hours to maintain our current efficient productivity levels.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The General Fund Support for FY 03-04 for County Counsel is increasing less than 1% or just over $26,000 as compared to FY 02-03. Total Expenses have increased 6% or $179,000 of which $170,000 is attributed to prevailing wage and regular step increases for salary and benefits. There is $8,600 budgeted for a replacement copier and travel expenses are increasing $5,700 as a result of the PG&E litigation. There are several minor reductions to the services and supplies accounts. Revenue is expected to increase just under $154,000 in FY 03-04 as Counsel is anticipating receiving reimbursement for legal costs associated with cases that are currently being litigated.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide exemplary litigation services, defending decisions and advocating positions of our clients to assist those clients in achieving their objectives.

Communitywide Result Link: A prosperous and well-governed community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of claims filed against the County which are resolved without litigation, within the reserve amount.	94%	90%	93%	90%	90%	90%

What: Before a damage lawsuit can be filed against the County, a claim against the County is filed and requires some level of investigation or verification. Costs increase rapidly if the claim becomes a lawsuit.

Why: Resolving/settling cases without litigation and within the reserve amount saves the considerable costs of litigation involved in discovery and trial.

How are we doing? At this point we are within our projected results.

2. Performance Measure	02-03 Adopted	02-03 Projected Results	03-04 Target
Major cases litigated where we achieve a positive outcome determined as follows below.	See below.	See below.	See below.

Case:	02-03 Adopted Target	Results to date:	03-04 Target
• PG&E Bankruptcy	Protect the County and schools from a decline in property tax revenue disproportionate to our historic share. Trial started in November and continues through February 2003.	Secured 2000/01 second installment of property taxes w/ penalties & first installment for 2001/02 received on time. Dispute continues over competing plans of reorganization. If PG&E plan is approved, there will be a drastic drop in Property tax revenue to County and schools.	We expect appeals from bankruptcy court to occur in this period.
• Diablo Canyon (NRC Licensing Proceeding)	New Litigation	Achieved intervenor status.	Persuade NRC to wait until outcome of PG&E bankruptcy proceeding to issue Nuclear power plant license. Any appeals will continue into this period.
• Diablo Canyon (NRC dry cast storage license)	New Litigation	Granted permission to participate as interested governmental party. Writ pending to gain status as intervenor.	Assure safety of public. Any appeals will continue into this period.
• Duke Energy	New Litigation	Duke Energy seeks negative supplemental assessment that it contends will produce over $700,000 tax refund.	To the extent permitted by Revenue and Taxation Code, avoid refund. Any appeals will continue into this period.
• Oceano Farming Litigation	New Litigation	Oceano Farming seeks over $700,000 in damages due to flooding. County has filed answer, stating it had no duty to prevent flooding.	Continue discovery and prepare case for trial. Trial could be expected during this period.
• TOSCO Litigation	Defend Assessment Appeal Board (AAB) value of $156 million. Tosco contends the refinery should be valued at $65 million.	AAB upheld value of $156 million. Lawsuit filed by TOSCO's buyer, Phillips Petroleum. Trial set for April, 2003.	Case should be concluded in trial court, but there may be appeals that would be pending during this period.
• Casmalia Litigation	Monitor action to continue to limit liability to that discussed with Board of Supervisors in closed session.	Action still pending.	We predict that this case will continue into this period.

• Munari Litigation	Defend action to continue to uphold Board of Supervisors' decision, avoid damages and precedent that could create thousands of unplanned lots.	Lost mandate cause of action at trial court. Won mandate cause of action at Court of Appeal. Action for damages remains pending at trial court.	We expect trial of the damage action in June, 2003. Continue to defend case in trial court and Court of Appeal.
• Greenway Environmental Services Litigation	Monitor settlement and continue collection activities through 2003.	Settled the case for over $500,000 in favor of the County.	Take necessary action to monitor and enforce settlement agreement.
• Mercer Litigation	Monitor action to recover funds owed to Pension Trust and County.	Won at Trial Court. Defendant has appealed. We have cross-appealed. Action is still pending.	We expect our appellate decision during this period, if not before.
• SMART Litigation	Defend CEQA determination for the subdivision.	Won action on development agreement at Court of Appeal. Lawsuit filed re CEQA compliance for the subdivision. Target met with a March, 2002 dismissal. County did not need to join settlement. Paid zero.	N/A.
• State of California v. Babbitt	Monitor action to achieve more local control over the extension of offshore oil leases.	Won at Trial Court. U.S. Government has appealed to the Ninth Circuit Court of Appeal. In December, 2002, we won in Ninth Circuit Court of Appeal.	Defend Ninth Circuit Court of Appeal decision against motions for reconsideration or appeals to the U.S. Supreme Court. If case goes to U.S. Supreme Court, it will not be concluded until this period or later.
• In re Lum	Uphold decision of the Board of Supervisors.	Lum withdrew appeal from Civil Service Commission proceedings; has sued in Federal Court. Trial is scheduled to occur during May, 2003.	Any appeal to the Ninth Circuit will extend into this period.
MCI Worldcom/AT&T Litigations (4 lawsuits)	N/A	Forced both companies to amend their Federal Court complaints.	Uphold County Telecommunication Ordinance and fees charged and continue to successfully defend these four cases.

Department Goal: Represent the County and advocate to protect the interests of the client in cases which address the special needs of fragile populations in the community (children referred to Child Protective Services, residents receiving mental health care and individuals requiring financial conservatorship), as well as estates without probate representation.

Communitywide Result Link: A safe and well-governed community.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Cases in which legal advice is provided to Child Welfare Services and advocate representation is provided in court to achieve the desired outcomes for each case as determined by Child Welfare Services.	N/A - Revised Measure (287)		N/A - Revised Measure (366)	N/A - Revised Measure	It is projected that there will be close to 450 cases filed during this fiscal year by CWS to protect the children of our community.	County Counsel provides legal representation in all court appearances.

What: A large number of cases are filed annually by CWS to protect the children of our community. County Counsel provides legal representation in all court appearances.

Why: If strong legal representation is provided to CWS in these matters, then CWS will be successful in protecting the abused and neglected children of our community.

How are we doing? It is projected that we will be involved in 450 cases this year, up from 366 last year.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Cases involving people who are unable to care for themselves in which County Counsel represents the County to advocate to achieve the desired outcomes for each client or case as determined by the Public Guardian or Public Administrator's office.	N/A - Revised Measure		N/A - Revised Measure (72)	N/A - Revised Measure	There are currently 94 conservatorship cases on file that will protect the rights of those members of our community who are unable to make their own decisions or care for themselves.	County Counsel provides legal representation in all court appearances.

What: There are 94 conservatorship cases on file that will protect the rights of those members of our community who are unable to make their own decisions or care for themselves.

Why: If good legal representation is provided in these matters, the Public Guardian will be successful in assuring the care of those in the community who are unable to care for themselves.

How are we doing? The number of cases we are currently handling has increased to 94 this year from 72 last year.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Mental health trials in which County Counsel represents the County to advocate to achieve the desired outcome for each client as determined by the Department of Behavioral Health	N/A - Revised Measure (30)		N/A - Revised Measure (57)	N/A - Revised Measure	It is projected that we will handle over 80 for the 02/03 fiscal year.	County Counsel provides legal representation in all court appearances.

What: During the 2001/2002 Fiscal Year, 57 mental health cases were filed annually to protect members of our community who are unable to care for themselves. We are on track to handle over 80 for 02/03. This is an increase of the previous average of 30 a year.

Why: If good legal representation is provided in these matters, Behavioral Health will be more likely to improve the mental stability of its patients.

How are we doing? We will handle approximately 80 cases this year, up from 57 last year.

Department Goal: Represent the County and advocate to protect the interests of the client in cases which address the special needs of fragile populations in the community (children referred to Child Protective Services, residents receiving mental health care and individuals requiring financial conservatorship), as well as estates without probate representation.

Communitywide Result Link: A safe and well-governed community.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of cases in which legal advice is provided to Child Protective Services and advocate representation is provided in court to achieve the desired outcomes for each case as determined by Child Protective Services.	100%	100%	100%	100%	Replaced with Performance Measure above.	Replaced with Performance Measure above.

What: Well over 300 cases are filed annually by CPS to protect the children of our community. County Counsel provides legal representation in all court appearances.

Why: If strong legal representation is provided to CPS in these matters, then CPS will be successful in protecting the abused and neglected children of our community.

How are we doing? We are within our projected results.

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of cases involving people who are unable to care for themselves in which County Counsel represents the County to advocate to achieve the desired outcomes for each client or case as determined by the Public Guardian or Public Administrator's office.	100%	100%	100%	100%	Replaced with Performance Measure above.	Replaced with Performance Measure above.

What: There are 94 conservatorship cases on file that will protect the rights of those members of our community who are unable to make their own decisions or care for themselves. This has increased from 72 last year.

Why: If good legal representation is provided in these matters, the Public Guardian will be successful in assuring the care of those in the community who are unable to care for themselves.

How are we doing? We are within our projected results.

8. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of mental health trials in which County Counsel represents the County to advocate to achieve the desired outcome for each client as determined by the Department of Behavioral Health.	100%	100%	100%	100%	Replaced with Performance Measure above.	Replaced with Performance Measure above.

What: During the 2001/2002 Fiscal Year, 57 mental health cases were filed annually to protect members of our community who are unable to care for themselves. We are on track to handle over 80 for 02/03. This is an increase of the previous average of 30 a year.

Why: If good legal representation is provided in these matters, Behavioral Health will be more likely to improve the mental stability of its patients.

How are we doing? We are within our projected results.

Department Goal: Provide accurate, timely, and reliable document review and legal advice for County boards, commissions, departments, and agencies in order to help these clients achieve their objectives without unnecessary litigation or loss.

Communitywide Result Link: A prosperous and well-governed community.

9. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of clients who report advice provided by attorneys was clear, relevant, and timely.	99%	100%	95%	100%	94%	100%

What: Interviews with County Department representatives during the yearly attorney evaluation process.

Why: Each of our clients operates under a highly technical set of governing laws and regulations. By helping them understand and meet their legal obligations, we help them serve the community, state and nation.

How are we doing? The few complaints received are being dealt with.

10. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
The percentage of Board of Supervisors agenda items which did not result in litigation against the County.	98%	98%	99%	98%	99%	98%

What: An average of more than 1,400 agenda items annually are reviewed by our office and acted upon by the Board of Supervisors during meetings.

Why: Providing good legal advice tends to inversely correlate with the number of lawsuits filed against the County and helps our clients achieve their objectives and save in litigation costs.

How are we doing? We are within our projected range of 98%.

11. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of projects in which the response to requests for legal advice or contract review are completed on a timely basis.	99%	95%	97%	95%	95%	95%

What: Review a variety of legal documents, conduct research, and render opinions as requested, within a time period as determined by an initial review of each particular document.

Why: To assist our clients in achieving their objectives as expeditiously as possible by minimizing legal complications which could interfere with their objectives.

How are we doing? 99% of the 2,285 projects were completed within the projected time frame during the 01/02 FY. We are within our projected parameters for 2002/03.

Department Goal: Provide accurate, timely, and reliable document review and legal advice for County boards, commissions, departments, and agencies in order to help these clients achieve their objectives without unnecessary litigation or loss.

Communitywide Result Link: A prosperous and well-governed community.

12. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of contracted projects approved and administered without litigation.	99%	98%	100%	99%	99%	99%

What: An average of 1,200 contracts are reviewed and approved annually including contracts for capital projects (i.e., new Government Center, Lopez Lake dam project, etc.). This office provides continuous legal advice while the contract is being administered.

Why: Providing good legal advice in the review and administration of contracts tends to inversely correlate with the number of lawsuits filed challenging the approval or administration of those contracts. Approval and administration of the contracts without litigation helps our clients to achieve objectives and creates a significant savings for the County.

How are we doing? We are within our projected results.

13. Performance Measure	02-03 Adopted	02-03 Projected Results	03-04 Target
Legal advice given on major projects where we achieve a positive outcome determined as follows below.	See below	See below	See below

What: The outcomes of major projects. Major projects requiring legal advice which are resolved with a positive outcome determined as follows:

Why: Examination of the outcomes of major projects and the progress made on them before completion tends to correlate with the legal advice provided.

How are we doing? See below.

Project:	**02-03 Adopted Target:**	**Results to Date:**	**03-04 Target:**
Legal advice on various County capital projects: New Government Center, County Airport Terminal, Lopez Lake dam project, Nacimiento pipeline project.	Client brings projects in on time at budgeted cost.	New Government Center - Continuing - Airport - Completed ahead of schedule and under budget. Lopez Lake - Continuing - Nacimiento - Continuing	Client brings projects in on time at budgeted cost.
Legal advice necessary for the Planning Department to achieve goals listed in its budget.	Provide advice to Planning Director, Board of Supervisors, Planning Commission, Board of Construction Appeals, Subdivision Review board, and Planning Director in order to achieve community-wide planning goals.	County Counsel is providing timely advice.	Provide advice to Planning Director, Board of Supervisors, Planning Commission, Board of Construction Appeals, Subdivision Review board, and Planning Director in order to achieve community-wide planning goals.
Legal advice necessary to fully implement the Board of Supervisors' decisions re General Hospital.	Facilitate implementation of Board's decisions / successfully defend Board's decisions.	Counsel continues to facilitate implementation of Board's decisions.	Implementation of the Board's decisions and successful defense of lawsuits.

Department Goal: Provide effective legal representation to County boards, commissions, departments, and agencies in a cost-effective manner.

Communitywide Result Link: A prosperous and well-governed community.

14. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
County Counsel expenses as a percentage of the County Budget.	New Measure	New Measure	.66%	.67%	.83%	.93%

What: This measure shows the relationship of County Counsel expenses to the total budget.

Why: County Counsel strives to keep costs as low as possible, while providing effective legal advice and representation to its clients.

How are we doing? Due to the fiscal situation of the State, the County's budget has been reduced. County Counsel's day-to-day operating budget has increased very little. For the most part, the increases have been due to projects requested by the Board; such as, our being assigned a major role in PG&E's bankruptcy proceedings; the hospital closure has required our office to hire several expensive experts; etc.

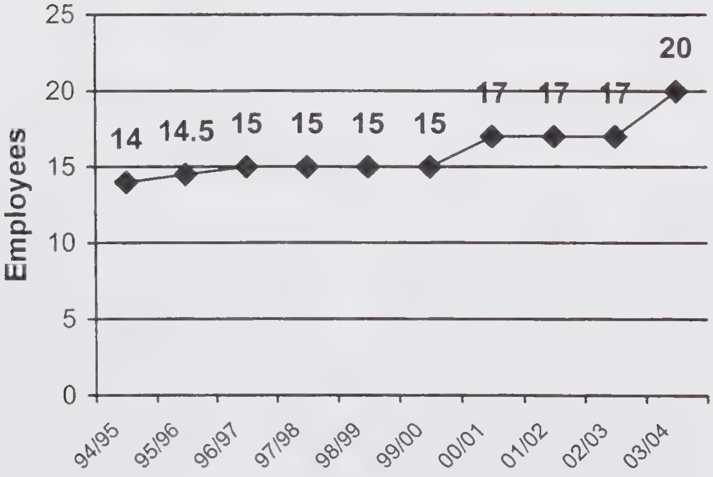
MISSION STATEMENT

The mission of the Personnel Department is to provide effective human resource programs in support of the County's mission and equal employment opportunity.

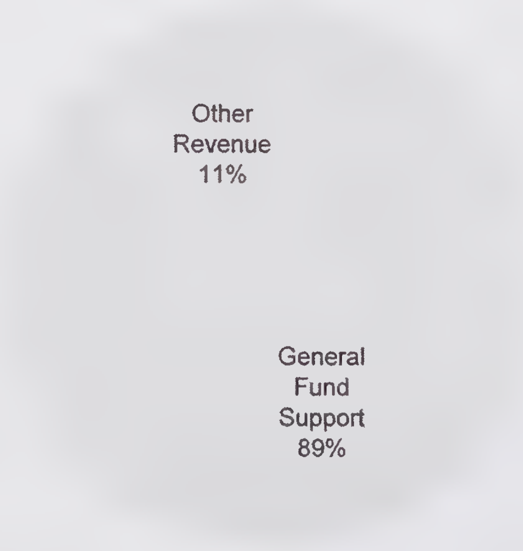
Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 1,395,303	$ 1,524,071	$ 1,640,893	$ 1,720,355	$ 1,720,355
Services and Supplies	448,858	393,633	267,076	250,076	250,076
Other Charges	0	0	0	0	0
Fixed Assets	7,411	8,119	0	0	0
**Gross Expenditures	$ 1,851,572	$ 1,925,823	$ 1,907,969	$ 1,970,431	$ 1,970,431
Less Intrafund Transfers	3,536	26,482	118,584	700	700
**Net Expenditures	$ 1,848,036	$ 1,899,341	$ 1,789,385	$ 1,969,731	$ 1,969,731
Revenues	1,061	2,435	600	225,652	225,652
General Fund Support (G.F.S.)	$ 1,846,975	$ 1,896,906	$ 1,788,785	$ 1,744,079	$ 1,744,079

Number of Employees

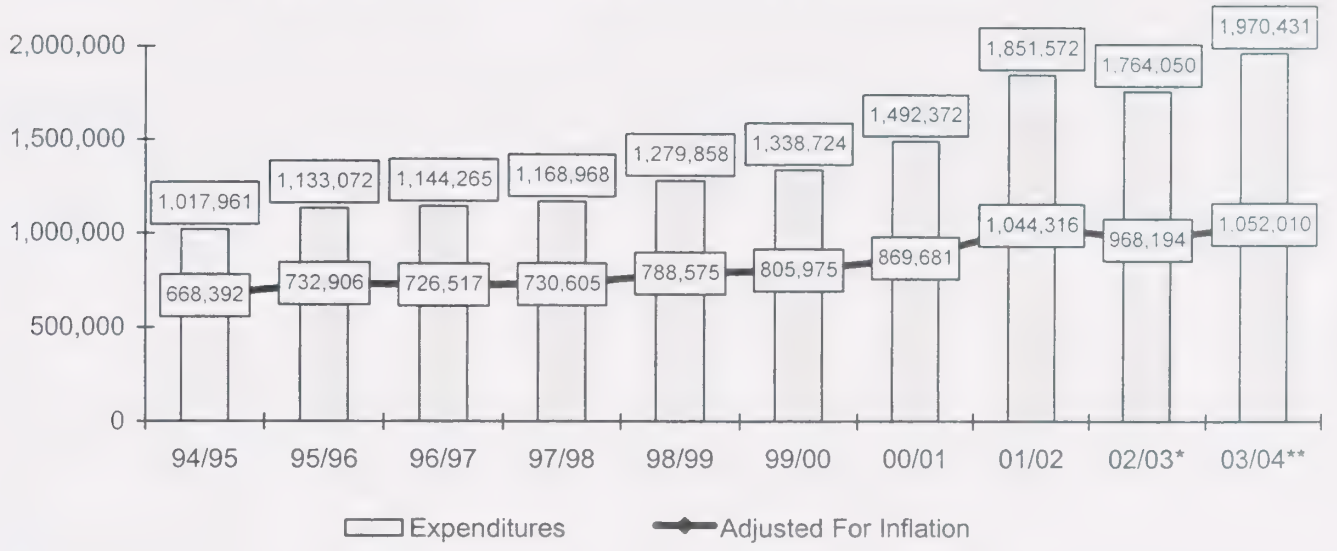
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



*Adopted
**Recommended

SERVICE PROGRAMS

Civil Service Commission/Board of Supervisors - Equal Opportunity Programs

Support the Civil Service Commission and administer and maintain the countywide merit systems and Equal Opportunity Programs. Prepare staff reports, policy recommendations and rule change proposals. Conduct required pre-hearing meetings in accordance with the Civil Service Commission procedural guidelines. Provide recording secretary clerical support.

Total Expenditures: $153,315 Total FTE: 1.5

Classification

Conduct job analyses, implement classification studies/audits requested by County departments or as approved through the budget process. Update job specifications to ensure accuracy and relevancy. Respond to salary related appeals and grievances.

Total Expenditures: $136,900 Total FTE: 1.5

Grievance and Discipline Consultation

Consult with department managers and supervisors to utilize effective supervisory techniques, implement disciplinary actions, and coordinate appeals and grievances, consistent with Federal and State employment laws and Civil Service Rules. Interpret and apply personnel-related Board ordinances, rules, regulations, and policies. Coordinate training for managers and employees to avoid discrimination and harassment, enhance supervisory and management skills, and orient new employees.

Total Expenditures: $410,701 Total FTE: 4.5

Labor Negotiations and Contract Management

Establish salaries and benefits and maintain an equitable salary plan for all County employees. Ensure compliance with the Meyers-Milias Brown Act, County policies and applicable laws, rules, regulations, and ordinances. Negotiate salary and benefit packages with the bargaining units representing approximately 80% of County employees.

Total Expenditures: $267,412 Total FTE: 1.5

Personnel Records Management

Process personnel-related information and documentation (payroll action forms, employee additions/deletions, step increases, etc.) to maintain the accuracy of payroll records.

Total Expenditures: $279,659 Total FTE: 3.0

Recruiting and Testing

Recruit and test new hires and candidates for promotion to fill all positions with the County. Maintain eligibility and certification lists and test validation. Coordinate the process for appeals and grievances on recruitment-related complaints.

Total Expenditures: $659,982 Total FTE: 7.0

DEPARTMENT COMMENTS

The Personnel Department is responsible for delivering contemporary human resource programs serving 25 departments and a workforce of over 3400 full, part-time, permanent, temporary and contract employees. The requested budget submittal is constructed to maintain core programs' service levels, fund contractual obligations, and implement strategic planning initiated during the winter of 2002.

Current Departmental Focus: Personnel is in transition. Our goal is to become a full service contemporary Human Resource Department over the next 5 years. Beyond maintaining core programs and service levels during this transition, we are immersed in improvement efforts at every level.

Covey's Organizational Health assessment and team building efforts are underway to maximize the effectiveness of talented staff in the areas of teamwork, customer relationships and communications.

Cooperative Personnel Services is conducting a management audit. The effort will document the "As Is" organization. Existing programs and organizational structure will be compared with best practices using GAP analysis techniques. Recommendations including reengineering opportunities will provide the foundational materials for prioritizing initiatives via strategic planning.

Strategic planning will be completed and become the framework for an ongoing improvement cycle during the 03/04 FY.

Personnel is fully participating in the county wide initiatives for developing Integrated Document Management, an Enterprise Financial System that addresses county Human Resource tracking needs and the Employee University.

Specific Personnel program initiatives already underway include: further website development, Civil Service Rule change proposals, a comprehensive management classification study, joint project teams with administration, automation of medical record requirements, program alignment with Risk Management and updated Technical Bulletin/Personnel Policy intranet postings. Further, hospital closure planning and potential staff reductions due to the State's budget are creating additional time critical workload priorities.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget includes a 1% or $18,000 reduction to the General Fund Support for the Personnel Department. Salaries and benefits are increasing 22% or $314,000. This increase is due to the transfer of one Department Automation Specialist (DAS) from the Information Technology (IT) department to Personnel. Personnel previously paid for the DAS' services in a services and supplies expense line item. Also, two Personnel analysts are being added to the department because two current analysts, while technically remaining in the Personnel Department, will be working in other departments in support of other projects. One analyst will be working on the Enterprise Financial System project full time for the next two years and will be backfilled by a two year limited term position. The Enterprise Financial System is a countywide initiative being led by the Auditor's office to implement a new financial management system. The other Personnel Analyst will be working in the Risk Management Department supporting countywide disability management activities. The position supporting Risk Management will not be contributing to Budget Unit 2110's service programs and is not included in the service program numbers. Other increases to salaries and benefits are due to prevailing wage and regular step increases.

The services and supplies accounts are decreasing by 26% or $92,000. The primary reductions are a result of the DAS moving from the services and supplies account to salaries and benefits, reduced spending on computers and peripherals, and minor reductions to several other accounts.

Revenues are increasing from $600 in FY 02-03 to $225,000 in FY 03-04. The reason for the increase is that the Enterprise Financial System project and Risk Management are funding the costs of the Personnel Analysts that are working full time on their respective activities (and physically located at their facilities).

BOARD ADOPTED CHANGES

None.

GOALS/PERFORMANCE MEASURES

Department Goal: Conduct, monitor, and evaluate the personnel recruitment and selection process in a timely manner in order to provide County departments with qualified candidates while ensuring compliance with regulations.

Communitywide Result Link: A well-governed community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of eligibility lists of qualified candidates provided to County departments within 90 calendar days of the application close date when no "pool" of candidates exists.	96.2%	85%	92.5%	90%	90%	90%

What: When a County department submits a request to fill a current vacancy and no current list of eligible candidates exists, Personnel posts the job opening to solicit applications. After all applications are received (the application close date), it takes 90 calendar days to process the applications, conduct pre-employment testing, evaluate applicants, and compile a list of qualified candidates.

Why: This process creates a "pool" of qualified applicants who are kept on file so that any new job openings of the same type can be filled from the existing pool rather than having to start the recruitment process over each time. By maintaining a pool of eligible candidates, Personnel is able to dramatically reduce the time to fill future vacancies and to ensure effective service to County departments who are attempting to fill open positions as quickly as possible.

How are we doing? Past benchmark data was only available from 2 of our 6 comparable Counties; 2 did not respond to requests for data and 2 are non-civil service Counties. The County of Santa Barbara has a performance standard of 70% within 57 calendar days. Kern County reports that the "average" number of calendar days between the closing date of a recruitment and the establishment of an eligible list is 35.7days. Last fiscal year San Luis Obispo recruitments were completed on the average in 40.5 calendar days. The 40.5 days represents the time it takes to complete a recruitment from the final filing date to providing the certified list to the requesting department. Last year we reported the time at 35.3 days which did not include the final certification process which requires an average 2.8 days. So the revised number for the previous year is 38.1 days. We will be tracking trends and refining this measure through our strategic planning process.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of certified eligibility lists provided to County departments within 6 working days of request.	98%	98%	98.6%	98%	N/A	Measure to be eliminated

What: Once a list of eligible candidates is created to fill a vacancy, it takes 6 working days to certify the list of top candidates by verifying the current status of the candidates.

Why: By certifying an eligible list to departments within a short period of time, departments will be able to interview and hire employees to meet the service needs of County residents. Personnel can provide much faster recruitment support to the requesting department if the eligible list is already created (6 workday turn around rather than 90 calendar days for an open recruitment in order to create an eligible list)

How are we doing? We are recommending this measure be eliminated and we intend to develop a more comprehensive measure through the strategic planning process that will more accurately capture the certification process.

Department Goal: Maintain a current and effective job classification system to ensure that job descriptions accurately reflect job requirements for recruiting qualified employees, foster salary equity, and minimize employee grievances.

Communitywide Result Link: A well-governed community.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of job classification grievances filed by County employees which are upheld by the Civil Service Commission.	0%	25%	0%	25%	N/A	Measure to be eliminated

What: Except on a temporary basis, no employee can be required to perform duties beyond the scope of their job description. Employees who believe they are performing work beyond the scope of the description, have the right to file a grievance. If the grievance cannot be resolved with the supervisor, the employee has the right to appeal it to the Department Head, the Personnel Director, and finally, the Civil Service Commission. All attempts are made to resolve the issue before reaching the Civil Service Commission.

Why: The job classification system determines the salary ranges for each position. Properly classifying positions ensures that the County has appropriate job standards and is correctly compensating its employees for work performed. If the Civil Service Commission upholds a grievance, it means that they are in agreement with the employee and an inequity occurred. The low number of grievances upheld by the Commission indicates that we are properly classifying position responsibilities.

How are we doing? The total number of employee grievances heard by the Civil Service Commission range from 5 to 10 each year. Of the 3 employee grievances heard this last fiscal year, no classification grievances were heard by the Commission. We are recommending this measure be eliminated and we intend to develop a more comprehensive measure through the strategic planning process that will tie into the performance measure related to job description updates.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of job descriptions ("specification") updated each year.	7.8%	10%	17.4%	10%	24%	20%

What: The County has approved job descriptions. It is an accepted Personnel Administrative practice to review and update these descriptions in a timely fashion to ensure accuracy.

Why: Current and accurate job descriptions ensures that the County is appropriately compensating its employees for work performed and conducting recruitments using the most current qualification requirements.

How are we doing? Ideally, we would like to update job specifications at least once every five years (meaning, 20% are reviewed each year). This fiscal year, of the 800 job descriptions, 165 are being reviewed as part of the Management Classification Study and 26 have been revised through the Civil Service Commission.

Department Goal: Coordinate mandated Harassment training and provide high quality, timely consultation and assistance to department managers, supervisors, and employees regarding personnel policies to promote a positive and productive work environment and minimize employee grievances.

Communitywide Result Link: A well-governed community.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Complaints alleging discrimination/ harassment per 1,000 employees.	3.38 per thousand	Revised Measure		3.38 per thousand		This measure will transfer to the Administrative Office – Employee Relations

What: In order to reduce the number of complaints alleging discrimination/harassment, the Board of Supervisors has established a policy that all County employees will participate in an annual harassment avoidance/anti-discrimination refresher course. Personnel provides training for all departmental harassment avoidance coordinators who in-turn oversee delivery of annual refresher courses to members of their departments.

Why: To create and maintain a workplace free from harassment and discrimination.

How are we doing? This measure will transfer to the Administrative Office -Employee Relations

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of managers and employees surveyed who felt "satisfied" that the training provided by Personnel helped to avoid the filing of formal grievances and discrimination/ harassment claims.	New Measure	75%	81%	80%	N/A	Measure to be eliminated

What: Personnel Department staff trains supervisors to more effectively handle employee claims or complaints as they occur in order to avoid the filing of a formal grievance.

Why: To establish and maintain an efficient workplace in order to maximize productivity and minimize taxpayer expenditures for harassment or discrimination claims.

How are we doing? Personnel conducted a survey of managers and employees in June 30, 2002 to assess their level of satisfaction with training conducted by the Personnel Department. We are recommending this measure be eliminated and we intend to develop a more comprehensive measure through the strategic planning process. In an effort not to over survey customers, we will develop a measure that will be included in a Customer Satisfaction Survey that addresses all aspects of the Personnel Department.

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of managers and employees who felt "satisfied" that the consultation services provided by the Personnel Department were effective in assisting them in resolving a potential grievance, discipline or harassment issue.	New Measure	90%	76%	88%	N/A	Measure to be eliminated

What: When requested, Personnel staff will offer advice to managers and employees on how to resolve grievances and issues of discipline, discrimination, or harassment.

Why: Establish and maintain an efficient workplace in order to maximize accountability of the County workforce, ensure regulatory compliance, and minimize liability and lawsuits.

How are we doing? Personnel conducted a survey of managers and employees in June 30, 2002 to assess their level of satisfaction with consultation services provided by the Personnel Department. We are recommending this measure be eliminated and we intend to develop a more comprehensive measure through the strategic planning process. In an effort not to over survey customers, we will develop a measure that will be included in a Customer Satisfaction Survey that addresses all aspects of the Personnel Department.

8. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of grievances upheld by the Civil Service Commission.	New Measure	10%	0%	0%	N/A	Measure to be eliminated

What: Employees who believe their grievances have not been properly addressed by using established internal processes have the ability to present their petition to the Civil Service Commission or the Board of Supervisors. All attempts will have been made to resolve the issue before reaching the hearing level.

Why: To ensure the quality of advice and training being given to managers and supervisors.

How are we doing? Because of the time spent on consultation and the quality of advice given to County supervisors and managers, we believe that we have explored every opportunity for resolving an issue before it reaches the hearing level. Last year, we had 3 grievances appealed to the Civil Service Commission with none of the grievances being upheld by the commission. We are recommending this measure be eliminated and replaced with a more meaningful measure.

9. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of grievances resolved by Personnel staff prior to a formal hearing before the Civil Service Commission or Board of Supervisors.	New Measure	New Measure	100%	0	90%	90%

What: Employees who believe their grievances have not been properly addressed by using established internal processes have the ability to present their petition to the Civil Service Commission or the Board of Supervisors. All attempts will have been made to resolve the issue before reaching the hearing level.

Why: Resolve conflicts at the least formal level to minimize time, expense and possible litigation.

How are we doing? Because of the time spent on consultation and the quality of advice given to our supervisors and managers, we believe that we have explored every opportunity for resolving an issue before it reaches the hearing level. To date, we had 3 grievances appealed to the Civil Service Commission with none of the grievances being upheld by the commission.

Department Goal: Conduct salary surveys to negotiate contracts with bargaining units, perform annual salary range adjustments, maintain equity, and ensure compliance with the Prevailing Wage Ordinance and applicable laws.

Communitywide Result Link: A well-governed community.

10. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of compliance with statutory requirements for salary changes.	New Measure	100%		100%		This measure will transfer to the Administrative Office – Employee Relations

What: The County is required to ensure that salaries for all classes of employees comply with the Prevailing Wage Ordinance which supports salary comparability with the marketplace.

Why: To ensure compliance with statutory requirements.

How are we doing? This measure will transfer to the Administrative Office -Employee Relations

11. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of supervisors surveyed who are "satisfied" that the services provided by the Labor Negotiations and Contract Administration staff meet or exceed the mandate for prevailing wages.	New Measure	75%	80%	85%		This measure will transfer to the Administrative Office - Employee Relations

What: Labor Negotiations and Contract Administration staff negotiate labor contracts with the bargaining units representing 80% of County employees (excludes management and confidential employees). This measure represents the supervisors' level of satisfaction with labor negotiations.

Why: Since the largest expenditure within the County's budget is for employee salaries and benefits, it is important that County managers are satisfied with the outcome of labor negotiations.

How are we doing? This measure will transfer to the Administrative Office -Employee Relations

Department Goal: Manage all personnel records in a timely and accurate manner to ensure the effective preparation of the payroll.

Communitywide Result Link: A well-governed community.

12. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage compliance with internal quality control program which audits personnel records to ensure data entry accuracy.	New Measure	75%	Not available	90%	Not available	Measure to be eliminated

What: Percentage of work that is accurately and correctly entered into employee history and payroll system.

Why: Employee records and payroll documents must accurately reflect employee status in order to correctly compensate employees.

How are we doing? It is critical that data entered into the County's History and Payroll system be accurate. Top priority is given to this by the technicians in our office who review and submit data for input by the Auditor's Office. We are recommending this measure be eliminated and we intend to develop a more comprehensive measure through the strategic planning process that will effectively capture the quality and accuracy of personnel records management.

13. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of payroll changes processed within 2-week payroll processing schedule.	New Measure	98%	95%	98%	98%	98%

What: The County operates under a 2-week payroll cycle and all necessary employee payroll changes must be submitted within established timeframes.

Why: To ensure compliance with regulatory requirements, maintain morale and promote confidence that employees be paid in a timely fashion.

How are we doing? It is critical that data entered into the County's Payroll system be timely and accurate. Top priority is given to this by the technicians in our office who review and submit data for input by the Auditor's Office. Of the 7,317 Personnel Action Forms processed by the Personnel Department, 95% were processed on time.

Department Goal: Provide cost-effective personnel services.

Communitywide Result Link: A well-governed community.

14. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Personnel costs per employee.	$587	New Measure	$645	$640	$660	$660

What: The cost per allocated employee for the operation of the San Luis Obispo County Personnel Department.

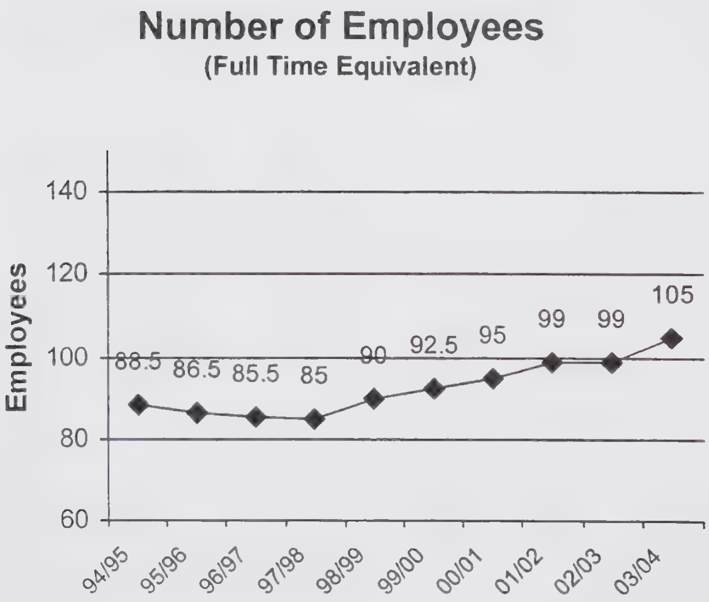
Why: By calculating the costs of recruiting, testing, hiring, and retaining employees, the County has a good indicator of what its Personnel costs are per employee.

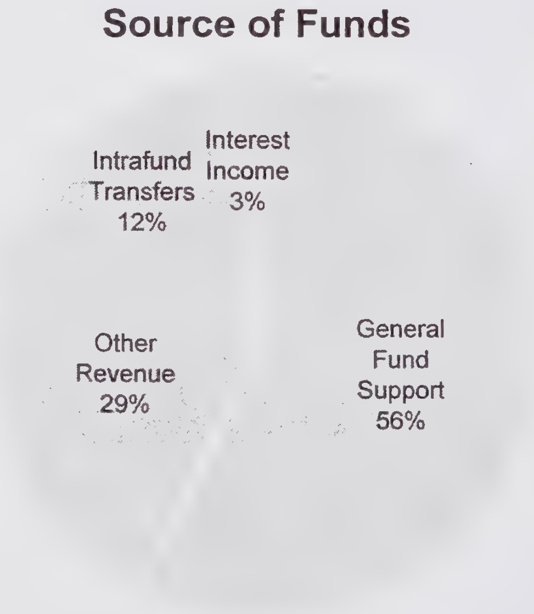
How are we doing? Our increases in cost have primarily been the result of cost of living increases. Past benchmark data reflects that Santa Barbara County has an average cost for FY 2001-02 of $754 but that includes administration of their benefits program. Kern County is at $220 per employee but their Personnel Department does not administer their labor negotiations or benefits program.

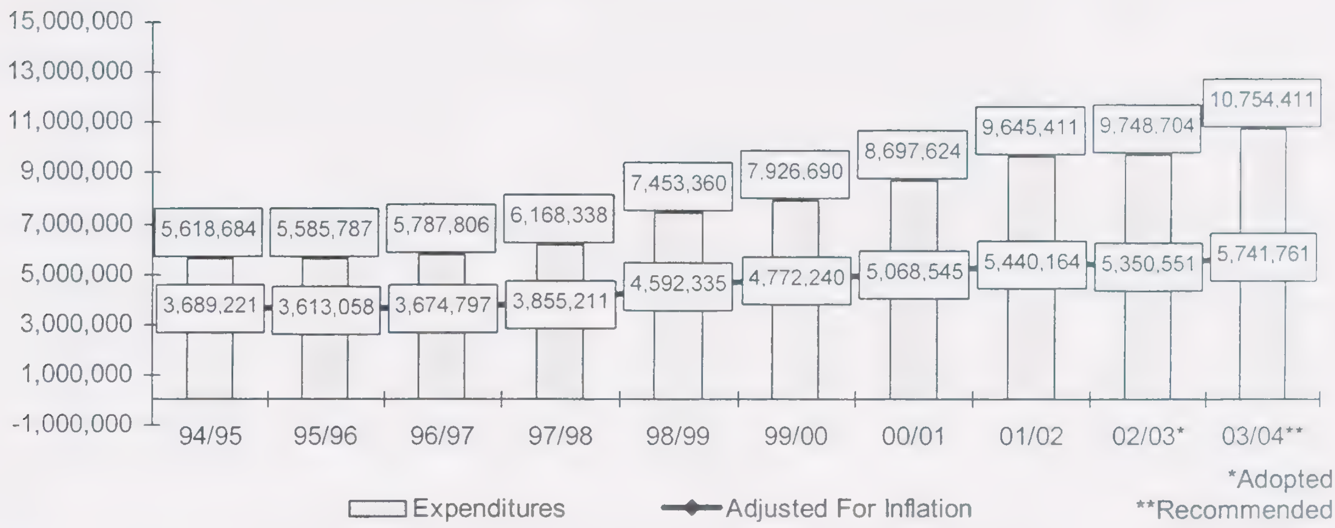
MISSION STATEMENT

The Department of General Services shall serve the public and all county employees with excellence, cost efficiency, and respect as a significant service provider for the County of San Luis Obispo.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 5,706,405	$ 6,267,892	$ 6,446,978	$ 6,743,819	$ 6,743,819
Services and Supplies	3,872,272	3,545,300	3,921,239	3,958,607	3,973,607
Other Charges	14,830	83,200	19,485	19,485	19,485
Fixed Assets	51,904	133,436	17,500	32,500	32,500
**Gross Expenditures	$ 9,645,411	$ 10,029,828	$ 10,405,202	$ 10,754,411	$ 10,769,411
Less Intrafund Transfers	1,167,432	1,354,912	1,238,815	1,238,815	1,238,815
**Net Expenditures	$ 8,477,979	$ 8,674,916	$ 9,166,387	$ 9,515,596	$ 9,530,596
Revenues	3,057,879	3,041,668	3,038,502	3,375,078	3,375,078
General Fund Support (G.F.S.)	$ 5,420,100	$ 5,633,248	$ 6,127,885	$ 6,140,518	$ 6,155,518







10 Year Expenditures Adjusted For Inflation

*Adopted
**Recommended

SERVICE PROGRAMS

Administration

Provide general management, supervision, accounting, and secretarial support to all divisions in General Services, County Airports, County Garage, Reprographics, Parks and Golf Courses.

Total Expenditures: $1,298,561 Total FTE: 15.5

Architectural Services

Manage the construction process (design, bidding, contractor selection, implementation, and contract administration) for capital improvement and maintenance projects for County-owned buildings.

Total Expenditures: $1,189,431 Total FTE: 13.0

Central Mail

Distribute interoffice and U.S. mail for all County Departments and pick-up, meter, and sort outgoing U.S. mail to take advantage of pre-sort discounts.

Total Expenditures: $748,120 Total FTE: 2.5

Central Services

Manage the centralized purchasing program for all County Departments and the Special Districts which are under the control of the Board of Supervisors.

Total Expenditures: $327,939 Total FTE: 6.0

Custodial Services

Provide general office maintenance, custodial services, and related supplies for County facilities.

Total Expenditures: $1,552,059 Total FTE: 30.0

Facility Maintenance Services

Perform general operational maintenance and preventative maintenance of County-owned facilities utilizing in-house staff or contracted vendors depending upon the scope of the project.

Total Expenditures: $2,323,869 Total FTE: 30.0

Grounds Services

To maintain the landscaping of County buildings and facilities in a timely manner.

Total Expenditures: $396,116 Total FTE: 3.0

Maintenance Projects and Utilities

To maintain and enhance utility services for existing County facilities.

Total Expenditures: $1,408,043 Total FTE: 1.0

Real Property Services

Manage the utilization, leasing, permitting, acquisition, purchase, sale and transfer of County-owned real property, including land, buildings, and improvements. Procure, negotiate, establish and administer real property lease contracts and agreements for County Departments (i.e. County as Lessee and County as Lessor/Permittor).

Total Expenditures: $1,510,273 Total FTE: 4.0

DEPARTMENT COMMENTS

The Department of General Services is submitting its annual budget at an increase of only $91,151 over last year's funding (not including the increase in rent for Social Services buildings).

The services and supplies accounts have increased by $277,068 mostly due to the increased costs ($215,039) for rental space for Social Services Department.

The other charges accounts has remained constant as projected savings from property that has been sold will compensate for any new increases in charges by Special Districts.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

There are several changes to the General Services budget this year as General Services is implementing an internal reorganization and will be providing custodial and maintenance support to the post-closure hospital facilities.

General Services is reorganizing its Central Services Division, which currently comprises three groups-purchasing, reprographics, and central mail. The Central Services manager position is being eliminated and the three groups will report elsewhere. A supervising buyer position is being created and the purchasing group and the reprographics group will report up through the General Services Administrator. The central mail group will report up through the clerical arm of General Services. This reorganization will result in $54,000 of salary savings.

On June 19th, 2003, the County's General Hospital will discontinue operating its acute care facility. As a result, the facility will be used by the County for several other operations including the San Luis Obispo clinic and laboratory currently located on Bishop Street (which is a leased facility). Prior to the discontinuance of the acute care operations, the hospital staffed and provided its own custodial and maintenance services. These services will now be centralized into the General Services facilities division. As such, three custodians and two maintenance workers will be added to the General Services Position Allocation List (PAL) to support the maintenance and custodial activities at all of the buildings comprising the health and mental health “campus” (previously known as the General Hospital site).

The General Fund Support for the General Services Department is increasing $318,000 or 5%. Total expenses are increasing $955,000 or 11%, which is attributable to several factors. Costs associated with salaries and benefits are increasing $733,000 or 12%. Of this, $267,076 is attributable to the five positions discussed above which are designated for the post-closure hospital facility. Also, a department automation specialist was transferred from the Information Technology Department to General Services. The remaining increases are due to regular prevailing wage and step increases granted to employees.

The total of the services and supplies account is increasing $277,068. Rents and leases at Social Services locations, which are budgeted for by General Services, are increasing $215,000. Supplies for custodial and maintenance services are recommended to increase $44,500 for servicing the post-closure hospital facilities. In addition, the contract costs for the County's garbage collection are increasing. There are several minor decreases to many of the services and supplies accounts.

Two fixed assets are being recommended, a towable trailer and a maintenance van (to support the post-closure hospital facility).

Total revenues are increasing $636,000 or 23%. Of this, $336,000 is received from the Medical Services and Mental Health departments for the custodial and maintenance support of the post-closure hospital facilities. The remainder of the increase is due to payments received by General Services from other departments for facilities support.

BOARD ADOPTED CHANGES

The Board approved adding $15,000 to Property Management in account 2150 Professional Services in order to do an environmental study on Union Pacific property in San Miguel.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide timely, accurate, and cost effective architectural services to all County Departments with capital improvement and maintenance projects.

Communitywide Result Link: A well-governed community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of capital improvement/ maintenance projects initiated within one year of approval by the Board of Supervisors.	90%	95%	93%	95%	95%	95%

What: This tracks the percentage of projects started within one year of approval by the Board of Supervisors.

Why: This ratio of projects started verses projects approved is a measure of timely performance by Architectural Services and is a measure of staff's commitment to meet the capital project needs of County Departments in a timely manner.

How are we doing? Many of the projects which Architectural Services manages are under construction from the previous year. The new Government Center is an example of a project which is managed over several years and is not included in these statistics. We manage new projects, multi-year projects and projects which are established mid-year. Taking all of these projects into account, Architectural Services is currently responsible for managing 152 projects.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of capital projects completed within their original budgeted cost estimate.	95%	92%	75%	80%	80%	80%

What: This is a measure of the percentage of projects completed within their budgeted allocations compared to the total number of projects completed within a fiscal year. This ratio gives the success rate of projects completed within budget.

Why: This measure reflects on the ability of Architectural Services staff to manage projects cost effectively and to provide reliable and accurate cost estimating for the County's Capital Improvement Program.

How are we doing? A 90+% success rate of completing capital projects within their original budget was determined to be unrealistic and unsustainable. The estimates for capital projects are established with schematic or conceptual information, not hard drawings or designs. The estimates are completed 6 to 9 months before the projects are approved for implementation. Project scopes can be refined or changed after the estimates enter the budget process. All of these factors lead staff to conclude that a 75%-80% success rate of completing capital projects within their original budget is an aggressive, more sustainable measure.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Total Capital Improvement and Maintenance Projects appropriated dollars per Architectural Services staff member.	New Measure	New Measure	$7.1 million/ person	$6.5 million/ person	$6.5 million/ person	$2.3 million/ person

What: This is a measure of the total appropriated dollars in the County Capital Improvement and Maintenance Projects Programs divided by the number of Architectural Services staff tasked with delivering these projects.

Why: This is a measure of staff effectiveness in managing and delivering Capital and Maintenance Projects for the County. The higher this number, the more work being delivered by each individual staff member.

How are we doing? We were able to gather comparable data from four counties (i.e., Santa Barbara, Kern, Monterey and Ventura) and Cal Poly. This analysis revealed that, on average, a staff member carried $2.3 million worth of projects. Monterey was the high with $3.4 million per person; Kern and Santa Barbara tied for the low with $1.5 million per person. Architectural Services current project dollars per person is high due to the $40 million Government Center included in the totals. If this project was not considered, the total project dollars per person would amount to approximately $3 million each.

Department Goal: Provide timely and effective custodial services to all County Departments.

Communitywide Result Link: A well-governed community.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of County departments rating custodial services as “good” to “excellent” in annual customer survey.	75%	85%	93%	95%	90%	90%

What: Annual surveys of County Departments provides a measure of customer satisfaction regarding the cleanliness of facilities, staff responsiveness, staff courtesy and the ease of doing business with Custodial Services.

Why: Our success in providing acceptably clean facilities to client Departments is ultimately measured in the responses and opinions of our clients.

How are we doing? Facility Cleanliness is very subjective and satisfaction levels differ widely among our clients. We believe 95% satisfaction levels are unrealistic long term goals and have targeted a 90% satisfaction level as more sustainable while still being a significant challenge.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Square footage of office space cleaned per custodian.	21,542 square feet	19,946 square feet	21,961 square feet	19,946 square feet	22,260 square feet	22,260 square feet

What: This measure shows the amount of office space each custodian is responsible for keeping clean.

Why: This measures helps to show the efficiency of our custodial staff.

How are we doing? Custodial industry standards state that one custodian is needed for every 18,000 square foot of office space to maintain an acceptable level of cleanliness in a facility.

Department Goal: Provide timely and effective facility maintenance service to all County departments in a cost effective manner.

Communitywide Result Link: A well-governed community.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Square footage of facilities maintained per Maintenance Mechanic.	New Measure	New Measure	55,880 sq ft/ person	55,880 sq ft/ person	56,300 sq ft/ person	56,300 sq ft/ person

What: This measure shows the amount of space each maintenance mechanic is responsible for maintaining.

Why: This measure helps to show the effectiveness of our maintenance staff.

How are we doing? Maintenance industry standards call for one maintenance mechanic for every 49,000 square feet of facility space.

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of total person hours available dedicated to the preventive maintenance program.	13%	15%	16%	15%	14%	15%

What: This measure compares the maintenance person hour resources being dedicated to and utilized in the preventive maintenance program.

Why: The overall goal is to increase and enhance the preventive maintenance program to limit unscheduled breakdowns, control costs for major maintenance, and reduce the number of routine work orders requested by departments. Measuring hours dedicated to the preventive maintenance program is an indicator of a more or less active PM program.

How are we doing? In order to maximize the efficiency of staff, our long-term goal is to have 40% to 50% of all maintenance completed via scheduled preventative maintenance. Until we secure additional staff resources for this effort, however, we will likely maintain a rate of around 15%.

8. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of routine, operational maintenance work orders receiving a response within 5 days.	60%	75%	75%	80%	80%	80%

What: This is a measure of the time required from receipt of a work order to the actual on site response to that work order by a maintenance mechanic. We have determined that a 5 day response time for routine work orders would be a desirable maximum response time.

Why: The quicker the on site response is to maintenance work orders received, the faster the problem can be repaired. Responding quickly should limit the impact of needed facility repairs on client operations. The overall goal is to make the facility as transparent as possible for the end users.

How are we doing? We are on target to hit our adopted goal of 80%.

9. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of County Departments rating maintenance services as "good" or "excellent" in annual customer survey.	85%	90%	100%	95%	95%	95%

What: Annual survey of user Departments would measure opinions about the condition of the facilities, the quality of staff service and the ease of doing business with Maintenance Services. This measure focuses on the overall quality of our maintenance building service.

Why: All of our efforts to provide transparent facilities for client Departments ultimately comes down to the satisfaction and opinions of those end users. Periodic surveys helps staff better measure those opinions.

How are we doing? The overall ratings of staff quality, technical ability, ease of communications and ability to obtain service are high again this year.

Department Goal: Procure, negotiate, establish and manage leased space to support effective operations of County Departments (i.e County as Lessee); negotiate, establish, and administer contracts with tenants of County-owned real estate (i.e. County as Lessor). Negotiate the purchase, acquisition, sale, transfer, and use of County-owned real property (buildings and land) managed by the Department of General Services to benefit the public interest.

Communitywide Result Link: A well-governed community.

10. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of leased facilities secured by Real Property Services for less than or equal to the market rate per square foot.	New Measure	98%	100%	95%	95%	95%

What: Percentage of new or renewed lease facilities secured at less than or equal to the market rate per square.

Why: To ensure the cost effectiveness of County leases.

How are we doing? In the position of County as Lessee, Real Property Services is currently responsible for managing over 85 leases valued at $2 million in annual rental payments which demonstrates the financial imperative to responsibly negotiate new and renewed contracts.

11. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of permits (i.e. Use, Access, Film, Government Center) issued to users within the requested time frame by the Real Property Services for County-owned real estate controlled by the Department of General Services.	New Measure	99%	98%	98%	98%	98%

What: Percentage of permits (i.e. Use, Access, Film, Government Center) annually issued to users within the requested time frame.

Why: To accommodate the public's/users' requests to utilize County-owned real estate.

How are we doing? In the first half of FY 02-03, Real Property Services has accommodated 100% of user requests within the requested time frame.

12. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of instances whereby Real Property Services responds within 24 hours to a complaint or inquiry related to a leased facility.	New Measure	New Measure	98%	98%	98%	98%

What: Percentage of instances whereby the Real Property Services responds within 24 hours to a complaint or inquiry related to a leased facility.

Why: To demonstrate staff responsiveness in a timely manner and neutralize caller concerns, to mitigate potential health and safety issues and/or building integrity issues; to maintain positive rapport with landlords and tenants; and to ensure that County leased facilities provide a safe, efficient, and comfortable working environment.

How are we doing? Real Property Services aims to respond within 24 hours to all complaints or inquiries related to leased facilities (e.g. issues ranging from health and safety issues to building issues and contract stipulations.)

Department Goal: To provide timely and accurate Administrative support services to General Services and enhance vendor satisfaction by efficiently processing invoices for payment.

Communitywide Result Link: A well-governed and prosperous community.

13. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of vendors who are paid within 30 days of receipt of invoice if proper documentation is received.	98%	99%	98%	99%	99%	99%

What: Invoices from vendors, suppliers, and contractors which are processed within 30 days of receipt.

Why: To provide prompt payment to vendors doing business with the County.

How are we doing? Vendors doing business with General Services are assured of prompt payment for their services and materials if they supply proper documentation. Only occasionally are vendors paid beyond this target due to staff shortages or vacations.

Department Goal: Efficiently provide timely and reliable distribution of U.S. and interoffice mail service to all County departments.

Communitywide Result Link: A Well-Governed Community.

14. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Average cost per piece of mail distributed.	New Measure	.46	.44	.47	.47	.47

What: Measures the average cost to distribute each piece of U.S. mail.

Why: To ensure cost effectiveness of county operations.

How are we doing? The U.S. Mail did increase July 1, 2002 by three cents. Please note that staff attempted to secure benchmark data from comparable agencies for this measure, but we are still unable to find such data.

15. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of County departments rating their level of satisfaction with the services of Central Mail as satisfactory or better.	95.5%	100%	100%	100%	100%	100%

What: Results of a customer satisfaction survey.

Why: To ensure internal customers needs are satisfactorily met.

How are we doing? Results of our customer satisfaction survey indicate the goal is close to being met. We will continue to monitor our customers' satisfaction level with our services. Our last survey was done in June 2002.

Department Goal: Efficiently provide effective purchasing services to meet the needs of County departments and maintain the public trust in the expenditure of County funds.

Communitywide Result Link: A Well Governed Community

16. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of purchasing transactions reviewed for competitive pricing.	New Measure	20%	30%	20%	20%	20%

What: A measure of the percentage of purchasing transactions that included a competitive process or other cost comparison prior to contracting.

Why: To encourage market competition among suppliers of goods and services and assure cost effectiveness.

How are we doing? The industry standard estimates that 20% of the transactions usually encompass 80% of the total dollars. Therefore, it is our goal to competitively price at least 20% of the purchasing transactions. We decided to adopt the industry standard in 2002 rather than the 30% previously attempted in Fiscal Year 2001-2002, because it was deemed counterproductive.

17. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of County departments rating their level of satisfaction with the services of Purchasing Services as satisfactory or better.	97.6%	100%	98%	100%	98%	100%

What: Results of a satisfaction survey.

Why: To ensure that purchasing services offered are responsive and satisfactory in meeting the needs of County departments.

How are we doing? Results of our customer satisfaction indicate the goal is close to being met. We will continue to monitor our customers' satisfaction level with our services. Last survey was completed in June 2002.

Department Goal: Provide productive and efficient Administrative Services to General Services Departments and Divisions.

Communitywide Result Link: A well-governed community.

18. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of total budget spent on overhead.	New Measure	New Measure	4.5%	4.5%	4.4%	4.5%

What: This measure shows the amount of overhead as a percentage of the total General Services budget.

Why: This measure helps to show the cost effectiveness of our Administrative staff.

How are we doing? This new performance measure will be used to monitor the cost effectiveness of Administrative support to General Services departments and divisions. First we calculate total salaries of Director, Deputy Director and Secretarial staff. Then we subtract that amount from total expenditures of General Services and arrive at that number. We divide the 1st number by the second to come up with the total percentage.

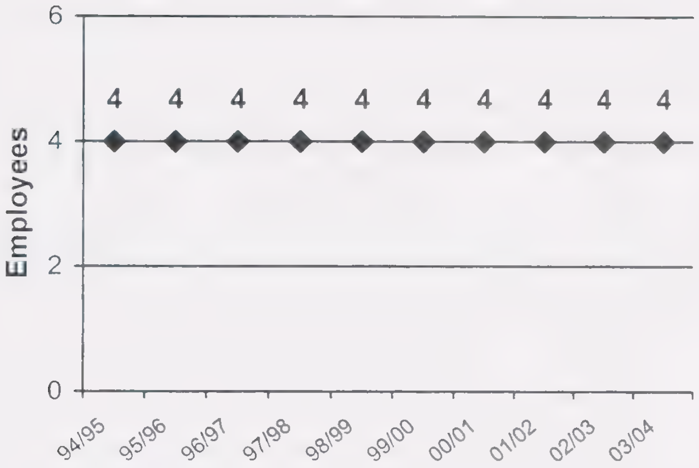
MISSION STATEMENT

Provide centralized Reprographic services which are productive, efficient, and effective in satisfactorily meeting the copying, offset printing, and blueprint needs of our customers.

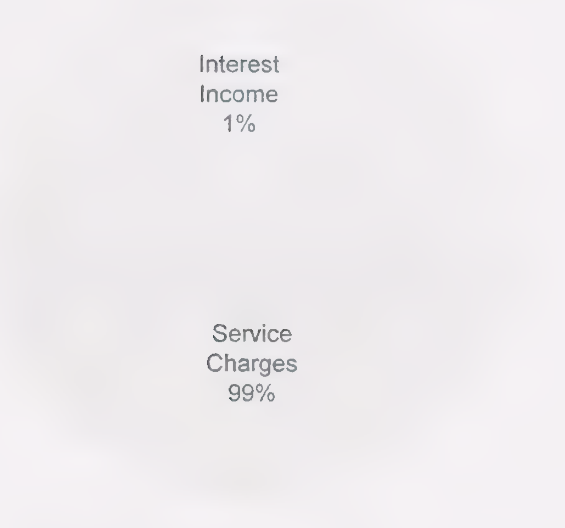
SCHEDULE 10

OPERATING DETAIL (1)	ACTUAL 2001-02 (2)	ACTUAL 2002-03 (3)	RECOMMENDED ESTIMATES 2003-04 (4)	ADOPTED ESTIMATES 2003-04 (5)
REVENUES:				
OPERATING REVENUES				
Copying and Printing	594,415	574,121	648,537	648,537
Other	0	0	0	0
TOTAL OPERATING REVENUES	594,415	574,121	648,537	648,537
NONOPERATING REVENUES				
Maintenence Project	0	(7,910)	0	0
Interest	4,856	1,347	5,000	5,000
TOTAL NONOPERATING REVENUES	4,856	(6,563)	5,000	5,000
OPERATING REVENUES				
Sale of Fixed Assets	(1,968)	0	0	0
TOTAL OPERATING REVENUES	(1,968)	0	0	0
TOTAL REVENUES	597,303	567,558	653,537	653,537
EXPENSES:				
OPERATING EXPENSES				
Salaries and Benefits	203,595	214,829	227,445	227,445
Services and Supplies	365,157	313,134	360,850	360,850
Depreciation	32,610	37,010	38,791	38,791
Countywide Overhead Allocation	54,086	30,489	26,451	26,451
TOTAL OPERATING EXPENSES	655,448	595,462	653,537	653,537
TOTAL EXPENSES	655,448	595,462	653,537	653,537
NET INCOME (LOSS)	(58,145)	(27,904)	0	0
FIXED ASSET EXPENDITURES				
Equipment	83,669	0	22,000	22,000
TOTAL FIXED ASSET EXPENDITURES	83,669	0	22,000	22,000

Number of Employees
(Full Time Equivalent)



Source of Funds



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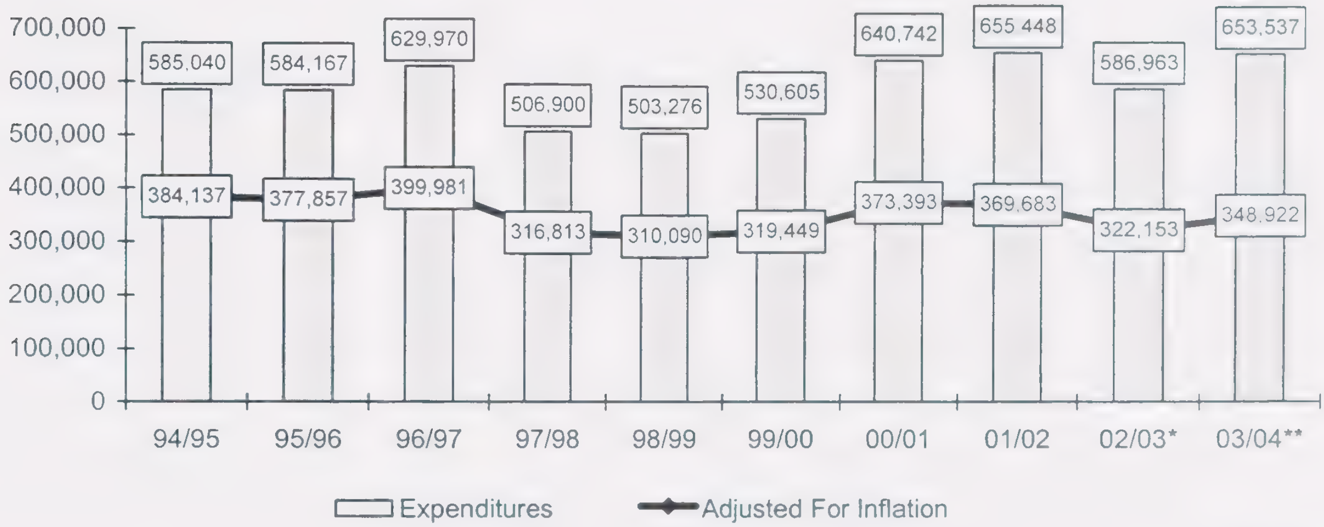
10 Year Expenditures Adjusted For Inflation



*Adopted
**Recommended

SERVICE PROGRAMS

Reprographics

Provide centralized reprographic services to County departments and other governmental agencies, including copying, offset printing, and blueprinting.

Total Expenditures: $653,537 Total Staffing (FTE): 4.0

DEPARTMENT COMMENTS

The Department of General Services, Central Services Division, is submitting its 2003/04 Reprographics ISF budget based upon the present revenue and expense forecast. These are conservative estimates based upon 2001/02 actual charges to departments.

There are no changes proposed for permanent staffing levels for next fiscal year. The budget reflects a full staff, but no extra help or support from the mailroom staff.

The Services and Supplies accounts have increased by $7,271 due to the following factors: (1) a $4,083 increase in items for resale associated with higher workload, (2) a decrease of $14,644 in countywide overhead charges, (3) a $3,435 increase in professional services, (4) a $4,370 increase in ITD programming charges, and various minor increases and decreases in other expenditure accounts. No funds are budgeted for a potential print shop relocation pending the results of the latest space study for the Government Center and the pending expansion of the Courts Holding Facility.

A new digital press is budgeted this fiscal year. This will replace older equipment and improve job-scheduling flexibility, improve quality and reduce operator set-up time. Staff is currently investigating whether it would cost effective to either lease or buy this equipment.

General Services is continuing to monitor the Reprographics operations to insure their continued viability. The continued purchasing of new digital equipment has increased productivity and allowed the division to maintain rates at below market. Expenses and revenues will need to be reconciled after all county departments have submitted their budgets.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for FY 03-04 is relatively unchanged from FY 02-03. Compared to the FY 02-03 adopted budget, salaries and benefits have increased 8% or $17,246. This is due to prevailing wage and regular step increases; there have not been any changes to staffing levels. The total dollars for services and supplies is the same as FY 02-03 and revenues have increased 2% or $15,000 due to anticipated increased usage of reprographic services by County departments.

The recommended budget includes a new printing press to replace two existing printing presses. The new press will decrease maintenance costs, reduce operator set-up time, improve job-scheduling flexibility, and provide higher print quality. Also, the new press will work more efficiently with the digital upgrades that were made to the plate making process that were included in the FY 01-02 budget.

BOARD ADOPTED CHANGES

None.

GOALS/PERFORMANCE MEASURES

Department Goal: Provide productive and efficient centralized reprographic services to County departments.

Communitywide Result Link: A well-governed community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of all quick copy and printing requisitions completed by the customer's required delivery date and time.	100%	100%	100%	100%	100%	100%

What: A measure of customer service based upon timeliness of completion.

Why: To ensure effective customer service.

How are we doing? Results of this measure indicates the goal is being met. We will continue to monitor our timeliness in meeting customers' needs.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of customer survey respondents who rate quality of reprographics services as satisfactory or better.	96%	100%	100%	100%	100%	100%

What: Survey results of internal County department customers.

Why: To ensure effective customer service.

How are we doing? Results of our customer satisfaction survey indicate the goal is being met. Last survey was done June 2002 to Department Heads. Surveys this year will be handed out with actual print/copy jobs, so as to directly poll end users.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Average percentage of savings achieved by use of in-house print shop versus private businesses.	Did not exist	New Measure	New Measure	40%	40%	40%

What: Survey results of prices for typical County printing requirements.

Why: To ensure that resources are properly allocated to reprographics operations.

How are we doing? This new performance measure is based upon a print shop survey, comparing the prices of County print shop produced jobs to the prices of private sector printing businesses. Includes both quick copy and printing services. Last survey done November 2002.

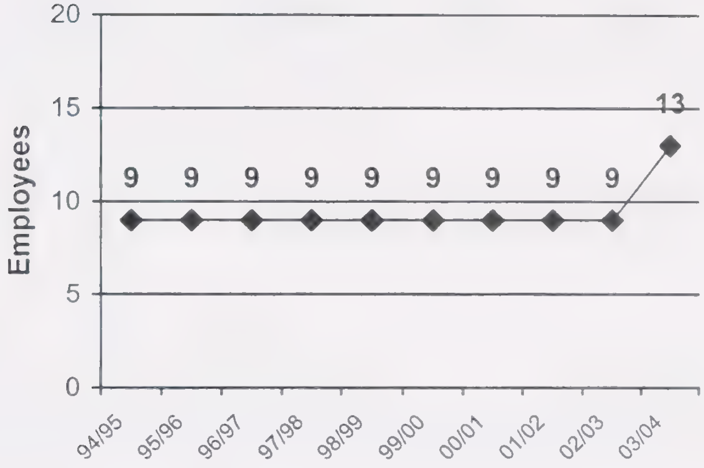
MISSION STATEMENT

The Garage Fleet Services shall seek innovative solutions in order to provide safe, dependable transportation to our customers. We will use cost effective fleet strategies and efficient repair and replacement methods.

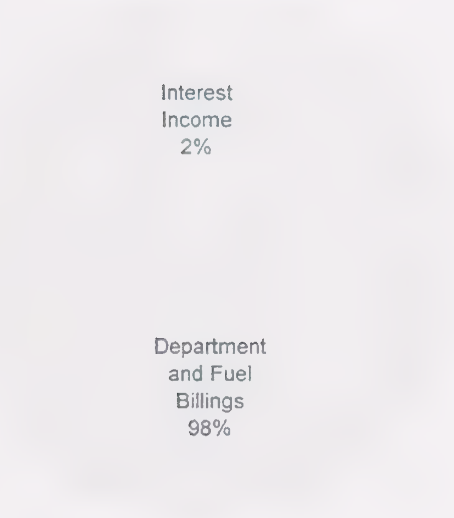
SCHEDULE 10

OPERATING DETAIL (1)	ACTUAL 2001-02 (2)	ACTUAL 2002-03 (3)	RECOMMENDED ESTIMATES 2003-04 (4)	ADOPTED ESTIMATES 2003-04 (5)
REVENUES:				
OPERATING REVENUES				
Departmental Billings	2,536,769	2,947,697	2,945,116	2,945,116
Fuel Charges (Co. Eng.)	177,231	106,613	177,000	177,000
Fuel Charges (Transit)	176,317	155,772	176,000	176,000
Fuel Charges (SCAT)	0	0	0	0
Pool Car Charges	71,264	55,854	55,495	55,495
TOTAL OPERATING REVENUES	2,961,581	3,265,936	3,353,611	3,353,611
NONOPERATING REVENUES				
Interest	50,987	30,061	51,000	51,000
Accident Restitution	0	0	10,000	10,000
Gain on Sale of Assets	(20,397)	(73,190)	0	0
Other	0	184,007	0	0
TOTAL NONOPERATING REVENUES	30,590	140,878	61,000	61,000
TOTAL REVENUES	2,992,171	3,406,814	3,414,611	3,414,611
EXPENSES:				
OPERATING EXPENSES				
Salaries and Benefits	531,126	665,230	872,306	872,306
Services and Supplies	1,258,760	1,428,948	1,321,396	1,321,396
Depreciation	1,206,052	1,223,933	1,135,154	1,135,154
Countywide Overhead Allocation	108,205	82,875	85,755	85,755
TOTAL OPERATING EXPENSES	3,104,143	3,400,986	3,414,611	3,414,611
TOTAL EXPENSES	3,104,143	3,400,986	3,414,611	3,414,611
NET INCOME (LOSS)	(111,972)	5,828	0	0
FIXED ASSET EXPENDITURES				
Equipment	1,010,615	1,132,204	842,793	842,793
Structures, Improvements	0	0	0	0
TOTAL FIXED ASSET EXPENDITURES	1,010,615	1,132,204	842,793	842,793

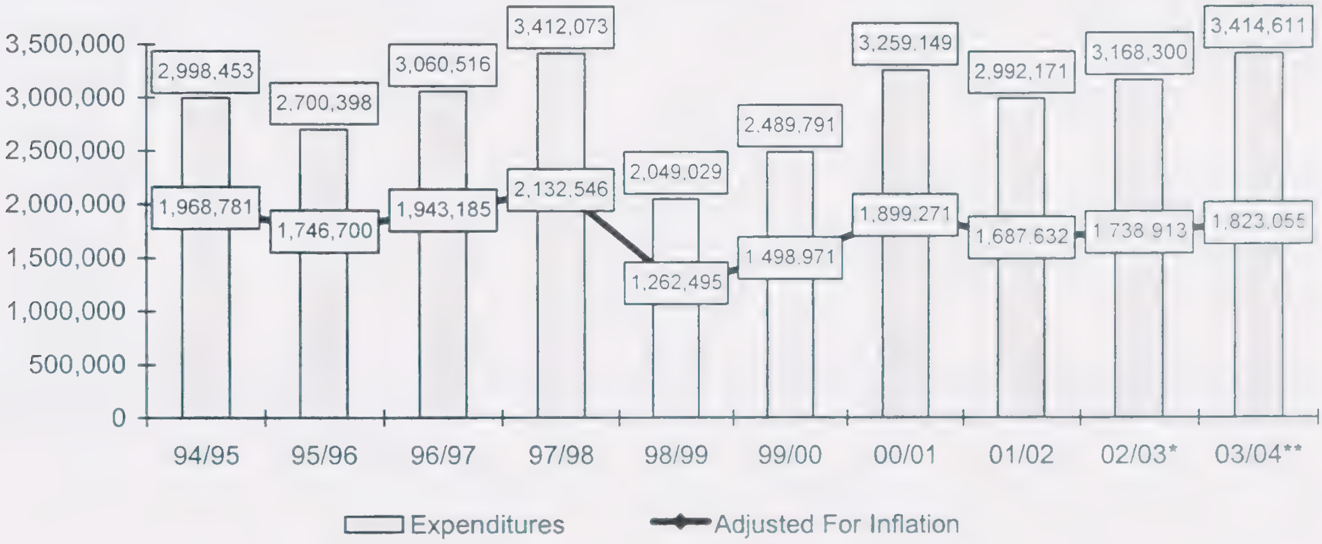
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



*Adopted
**Recommended

SERVICE PROGRAMS

Garage Operations

Operate the County Garage and the centralized motor pool with a fleet of cars, trucks, police vehicles, and equipment (mowers/tractors/trailers) for use by various County departments at the lowest possible maintenance and operating costs.

Total Expenditures: $3,414,611 Total Staffing (FTE): 13.0

DEPARTMENT COMMENTS

The Department of General Services, County Garage is submitting its annual budget for fiscal year 2003/04 with no increase in staffing levels for existing General Services garage operations. Four positions are being added to the General Services Position Allocation List (PAL) to accommodate the merging of the Public Works and General Services garages. This is explained in more detail in the County Administrator's comments.

As fewer new vehicles are being added to the fleet the vehicle depreciation costs have decreased correspondingly and this account has decreased by $258,023. These costs are passed on to user departments as part of their monthly billing for their assigned vehicles.

In accordance with the new Board policy concerning age and mileage of vehicles only the highest priority vehicles are being replaced. Last fiscal year there were 68 vehicles being replaced versus 45 vehicles proposed for replacement this fiscal year. This does not include eight (8) Social Services vehicles that have been deferred for a number of years due to funding shortfalls. This has resulted in a $474,800 decrease in fixed asset requests.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

On February 25, 2003, the Board of Supervisors approved the merging of the Department of Public Works' garage operations into the General Services garage. The merger resulted in an immediate $75,000 salary savings due to the elimination of one Equipment Service Worker position and one Storekeeper I position. It is anticipated that there will be further savings over time due to operational efficiencies. The General Services garage will be tracking and reporting these savings on a regular basis.

The merger also resulted in other staffing changes. Three Equipment Mechanic II positions and one Equipment Service Worker position transferred from the Department of Public Works to the General Services garage. This increased the Position Allocation Listing (PAL) for the General Services garage from nine to thirteen positions. Additionally, the Automotive Garage Manager position was reclassified to Fleet Manager and the Supervising Automotive Mechanic position was reclassified to Fleet Shop Supervisor to better reflect their new duties as a result of the merger.

Per the garage's request, it is recommended that 45 vehicles be replaced that are used by various County departments. The Department of Public Works will continue to depreciate and replace their equipment as a part of their operations (this will not be changing as a result of the merger).

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Manage and operate a full-service automotive operation (purchase, maintenance, fueling, and sale) of an extensive fleet to meet the needs of Law Enforcement and other County departments in a cost effective and timely manner.

Communitywide Result Link: A safe and well governed community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of vehicles with full-service preventive maintenance completed within 24 hours of delivery of vehicle, if parts are available.	95%	95%	95%	95%	95%	95%

What: County Garage policy is to perform preventive maintenance on each vehicle every 4 months or 4,000 miles and for law enforcement vehicles, every 2 months or 5,000 miles.

Why: To minimize costly repairs and enhance productivity for vehicle drivers.

How are we doing? We are meeting our target.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of service requests (non-preventive maintenance) completed within 24 hours of delivery of vehicle, if parts are available.	90%	90%	90%	100%	95%	95%

What: County Garage policy is to perform service requests (non-preventive maintenance) on each vehicle within 24 hours of delivery of vehicle to County Garage.

Why: To insure that operating departments have sufficient vehicles to perform their duties.

How are we doing? All repairs to county vehicles are presently being completed during the same day if parts are available. In addition, Garage staff is providing a pickup and delivery service that is minimizing departments labor costs to transport vehicles to the County Garage facility. We realized our projection of 100% for 02-03 was unrealistic given higher mileage overall for the fleet.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of survey respondents who rated quality of vehicle maintenance as "good" or "excellent".	New Measure	85%	80%	85%	95%	95%

What: Annual surveys of vehicle users measure how effective Garage staff is at maintaining vehicles to their customers satisfaction.

Why: To insure satisfied customers and meet their vehicle needs.

How are we doing? While we fell a little short of our adopted target of 85% in FY 01-02; we are still pleased that the vast majority of our customers rate our service as good or better. We survey by placing a card inside each vehicle which is returned filled out most of the time. We have received more "good or excellent" responses since installation of new Automated Fleet System.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Cost per brake service compared to a private vendor.	New Measure	New Measure	New Measure	$166 - Co Garage/$224 for private vendor	$166 – Co Garage/$224 for private vendor	$533.81 – Co Garage/$922.29 for private vendor*

What: This shows the labor costs incurred by the Garage to carry out a routine front and back brake replacement on a Dodge Intrepid and compares it to a local private vendor's labor costs.

Why: This measure helps to demonstrate the Garage's cost competitiveness.

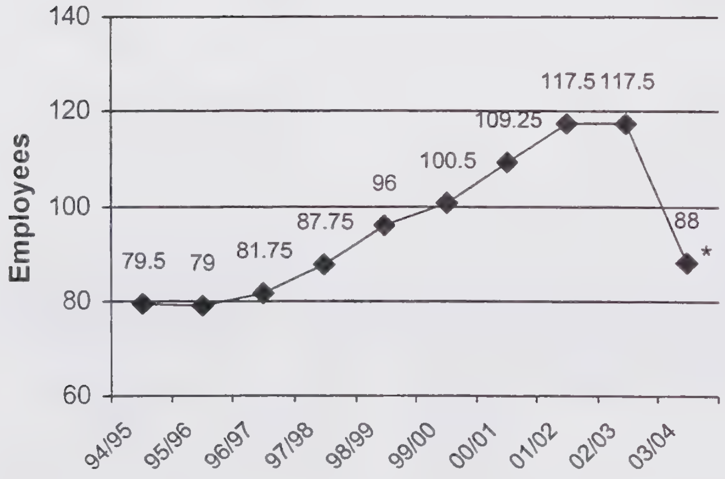
How are we doing? The County Garage's labor costs are significantly lower than the private vendor. *We are no longer buying Dodge Intrepids for our fleet. The comparison will now be for a complete brake job on a Crown Victoria which are very common in our fleet as Sheriff Patrol Cars.

MISSION STATEMENT

The Information Technology Department's (ITD) mission is to provide accurate and reliable customer automation services to County departments by supplying voice and data communications, centralized computing, decentralized computing, and departmental application support to promote excellence and high availability in delivery of government services to the public.

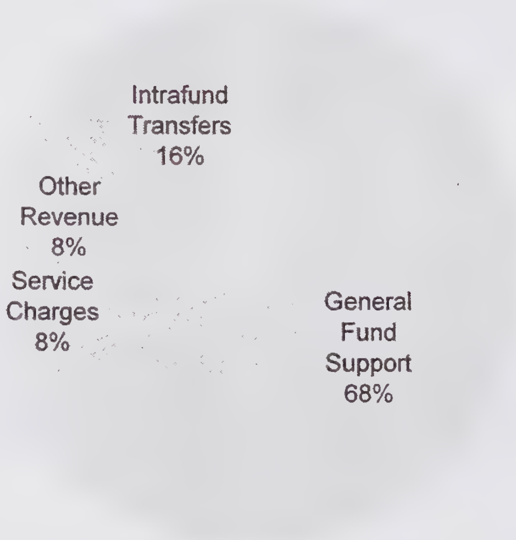
Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 8,763,375	$ 8,262,499	$ 7,630,877	$ 7,865,143	$ 7,865,143
Services and Supplies	3,656,996	3,456,572	4,354,922	4,264,922	4,264,922
Other Charges	0	0	0	0	0
Fixed Assets	155,508	297,596	63,500	63,500	63,500
**Gross Expenditures	$ 12,575,879	$ 12,016,667	$ 12,049,299	$ 12,193,565	$ 12,193,565
Less Intrafund Transfers	4,073,479	2,673,903	1,856,107	1,838,539	1,838,539
**Net Expenditures	$ 8,502,400	$ 9,342,764	$ 10,193,192	$ 10,355,026	$ 10,355,026
Revenues	2,271,985	2,626,151	1,986,082	2,276,446	2,276,446
General Fund Support (G.F.S.)	$ 6,230,415	$ 6,716,613	$ 8,207,110	$ 8,078,580	$ 8,078,580

Number of Employees
(Full Time Equivalent)

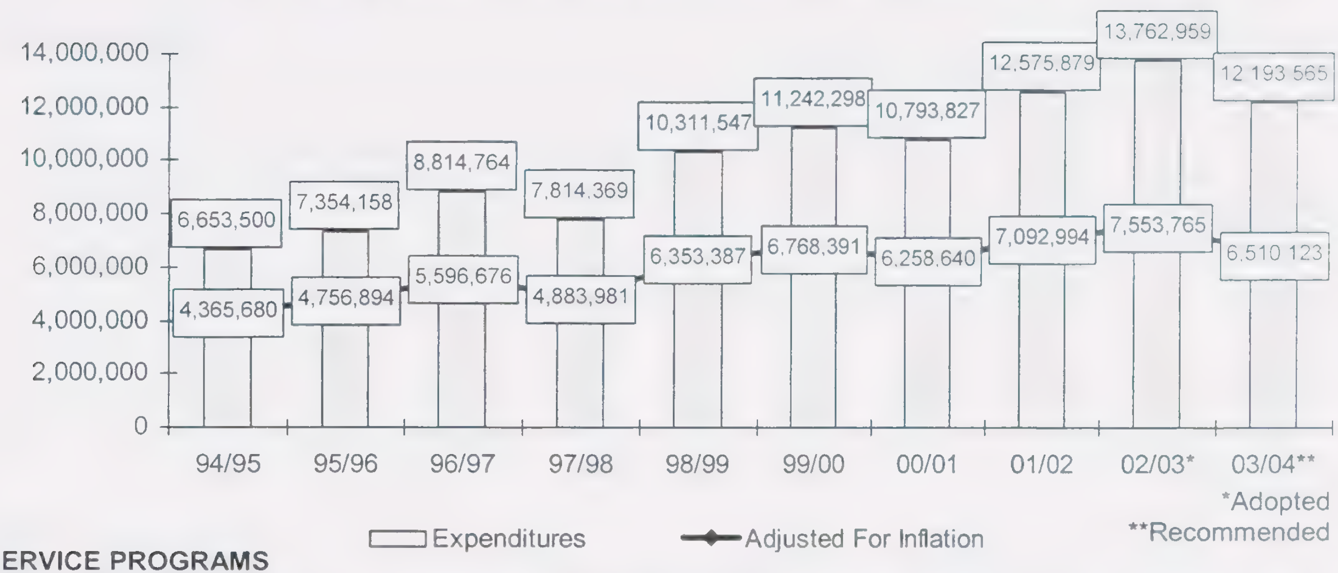


*Transfer of Department Automation Specialists to various departments

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Customer Service

Provides clear points of contact for customers to acquire ITD services including: Customer Advocacy: Provide a liaison function between ITD and our customers and assure customer needs are understood within ITD and within IT Governance. Project Management Office: Provide the discipline and best practices that will enable timely delivery of automation initiatives including business analysis, acquisition, development, and integration. Systems Support: Maintain and/or enhance existing software application systems as needed for continued operations, to meet changing business needs, and to assure compliance with legal mandates. Customer Support: Provide departmental computer support including acquisition, installation, hardware warranty support, consultation and assistance to departmental technical support staff, call center services, and training referral services.

Total Expenditures: $6,120,726 Total Staffing (FTE): 46.92

Infrastructure

Provides centralized support for core information technology including: Operations: To provide the collecting, processing, reporting and distributing of information to and from County computer systems, hosting of departmental computer systems, secure backup and archive of County data, including network and security functions. Networking: Provide support of the County Wide-Area (WAN) and Local-Area (LAN) networking infrastructure, connectivity to the Internet and outside agencies, including security initiatives to protect the County network and application investment. Operating Systems/Database: Provide computer operating systems, server software and database administration, including E-mail and groupware administration, and County website infrastructure support.

Total Expenditures: $4,697,000 Total Staffing (FTE): 31.66

Radio Communications

Provides two-way radio communications for public safety and County business communications. Uses microwave technology and includes medical communications between the Sheriff's Office, hospitals, and ambulance service necessary to deploy County services to the public.

Total Expenditures: $941,098 Total Staffing (FTE): 7.92

Telephones

Administers and coordinates the County telephone system. This includes phone consulting services to county agencies, coordinating phone changes, billing for phone services, and operating the County's voice messaging system.

Total Expenditures: $434,741 Total Staffing (FTE): 1.5

RECOMMENDED BUDGET AUGMENTATION REQUESTS AND RELATED RESULTS

Unit /Amount	Description	Results
Gross Cost = $96,500 General Fund Cost = $96,500	Software and training to implement Project Management Office (PMO) and customer advocacy services as outlined in the IT Strategic Plan.	Cost of ownership and return on investment (results) data will be prepared for all projects in advance of decision-making process. Additionally, department will be able to track and report data related to improved customer service as well as increased project quality and efficiency
Gross Cost = $56,425 General Fund Cost = $56,425	Software and training to expand existing help desk services.	Software will allow department to track help desk activity. 80% of all help desk inquiries (network related) will be resolved by first person answering call, increasing to 95% with full implementation of service level agreements and department restructuring.

DEPARTMENT COMMENTS

Fiscal Year 2002-03 budget request allowed Information Technology to begin the implementation of the Information Technology Strategic Plan by:

- Defining and implementing a reorganization of ITD, hiring a CIO, recruiting for the Deputy CIO, creating a new IT Manager position, building a new ITD Management team, deploying staff and initiating training accordingly.
- Deploying a Microsoft Application Environment to provide a robust architecture for new Microsoft dependant applications.
- Implementing IT Governance to assure the County makes informed IT investment decisions and adopt cost effective technology standards.
- Establishing a hybrid IT (centralized/decentralized) environment including the transfer of 34.5 ITD staff to the departments they support.
- Continuing to manage purchasing contracts for hardware and software, saving over 15% on hardware, 40% on software, which will result in over $400,000 total savings to the County.
- Delivering the e-Time card project to the Auditors Office for Countywide rollout. This application will improve the timeliness and accuracy of time keeping and related cost accounting records of the County.
- Delivering a Package Inspection Report Application to the Ag Commissioner. This application has been endorsed by the State of California and is now being deployed in other areas of the state.

Approval of Fiscal Year 2003-2004 **Status Quo budget** will enable Information Technology to:

- Implement Enterprise Resource Planning (ERP) to replace our current aging Financial Management and Human Resource Systems and provide technical assistance and expert staff to the project.
- Develop the ITD Project Management Office to provide a discipline and best practices to assure timely completion of automation projects within budget.
- Enhance the current help desk services based on Service Level Agreements.
- Develop a Customer Advocacy function to help better align services with customer needs and expectations, and to assure that the customer needs are understood and communicated within ITD and within governance.

- Implement the safeguard maintenance program for existing County application systems. This will enable ITD to protect and maintain existing systems with a pool of resources while having a separate dedicated staff for new projects.

- Construct a Countywide IT Security policy to protect our systems, applications and data.

If the General Fund Support budget is adopted rather than the Status Quo budget, Information Technology will not be able to move forward with implementing tasks identified in the IT Strategic Plan. The strategic plan itemizes twenty-six initiatives over a three-year period. From a technical perspective, ITD is focused on 'Environmental' initiatives in the Plan, which lay the groundwork upon which many of those 'acquisitions' and 'strategic' initiatives will be built. These costs are included in the Status Quo budget and include:

- Implement a Project Management Office

- Implement a Call Center based on service level agreements

- Implement customer advocacy function.

Approval of the Status Quo budget will enable ITD to move forward with the Information Technology Strategic Plan, aligning services with customers. Interns and temporary help labor are targeted to support projects that are assignable to less skilled IT workers. Without proper funding, current projects will be in jeopardy, and future projects may be delayed or even cancelled.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for the IT Department essentially represents the status quo budget outlined above by the department, with one exception. Based on a review and discussion of the IT Strategic Plan, the department has agreed that we should defer action on their proposal to begin in-house training on standard products. Currently, the County contracts for much of these services and we need to complete an inventory of training needs prior to making changes. Also, the IT Department will be working with the Employee University governing board to develop a library of software training products that can be accessed by individual employees.

The recommended level of General Fund support for this budget increases approximately 12% compared to the 2002-03 adopted budget. About $300,000 of this increase, however, is related to the mid-year decentralization of departmental automation specialists and other positions that were previously reflected in the IT budget. This change had the effect of reducing the amount of departmental overhead that IT could "charge out" to the client departments which, in turn, reduces the IT departments' revenues. Although the General Fund will have to make up the difference for this revenue loss in the first year, a portion of those costs will subsequently be recovered through countywide overhead charges and/or redirection of these costs to other services for which the department charges fees.

Adjusting for the loss of revenue addressed above, the level of General Fund support for the department would be increasing by 7.8%. With the exception of the two initiatives noted in the budget augmentation requests and new staff associated with the Auditor's Enterprise Financial System (EFS), the increased funding is related to prevailing wage and merit increases as well as inflationary increases in the services and supply accounts. The recommended budget augmentations – creation of the project management office, customer advocacy training and enhanced help desk services – are all consistent with the initiatives approved by the Board in the Information Technology Strategic Plan (ITSP). The department has begun development of baseline customer service and efficiency data and, with the assistance of client departments, will be able to provide the Board with regular progress reports related to the results associated with the restructuring of IT services.

A total of six new positions are recommended for the IT Department in 2003-04. All six will participate in the development of the new Enterprise Financial System (EFS), under the leadership of the Auditor's Office. All expenses associated with these positions are offset with money that will be transferred from the EFS budget.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide reliable radio communications support to County departments and public safety agencies.

Communitywide Result Link: A Safe Community.

1. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of the County's unincorporated area that has reliable radio coverage.	New Measure	61%	54%	61%	58%	61%

What: This tracks the percentage of land in the county unincorporated areas that has reliable radio coverage.

Why: A safe community requires a full coverage reliable radio system that allows for quick, complete dispatch of police, fire and ambulance services to the unincorporated areas of the County.

How are we doing? The County's current radio system provides coverage in approximately 50% of the unincorporated areas of the County, which encompasses all of the highly populated areas. The remaining 50% that is not "covered" is primarily in remote areas of the County. For FY 2003-04, we are continuing to focus on improving the reliability of radio coverage in the North Coast and the Highway 166 corridor in the South County. This would bring our reliable radio coverage to 61% of the unincorporated area. A major component of the North Coast project, the lighthouse facility, has been delayed later into FY 2002-03 by the Bureau of Land Management. A date has not been given on the estimated availability of the site. At this time, ITD is estimating a 58% result for the year.

2. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of time electronic repairs to patrol cars and County vehicles are serviced in one business day.	New Measure	90%	98%	90%	95%	90%

What: All service order requests are completed within one business day (in by 9:00 a.m., out by 5:00 p.m.).

Why: System down times cause delay or cancellation of patrol schedules and restrict deputies from maintaining patrols and responding to emergencies.

How are we doing? Our goal for FY 2001-02 was to have 90% success rate with the one-day turn-around service of electronic repairs and we have in fact been able to attain a higher percentage than actually anticipated. Since a change in the target will take more data and coordination between the County Garage, General Services, and the Sheriff's Department, the target will not be adjusted upward at this time. It is anticipated that with the necessary time and coordination, the target will be revised next year.

3. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of time the County's radio communication system is available. This is an industry standard (the four nine rule) for public safety.	99.9999%	99.9999%	100%	99.9999%	99.9999%	99.9999%

What: Maintain the availability of the county-wide microwave radio communication system to an outage level of no more than 32 seconds per year (the public safety interconnect industry standard is 99.9999% availability).

Why: The microwave radio communication system provides radio communication for county-wide public, safety and emergency service agencies. Full availability contributes to a safe community.

How are we doing? Information Technology is consistently meeting or exceeding the industry standard for communication system availability.

Department Goal: Provide reliable and cost-effective telephone and voice mail services to County government offices.

Communitywide Result Link: A Well-Governed Community.

4. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of telephone service requests for new services (e.g. additional lines) completed within ten business days.	New Measure	98%	98%	98%	98%	98%

What: The number of times requests for new services are completed within ten business days.

Why: This measure is indicative of the quality of service provided to our customers, which enhances their ability to serve their customers and the public.

How are we doing? The majority of orders for new telephone services take 3-5 business days, but a few take 14 days, so an average was chosen. During FY 2002-03, as of the end of the first quarter, out of 43 telephone service order requests, only 1 was over the ten business days.

5. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of telephone service requests for repairs, changes, or added features that are completed within one business day.	New Measure	98%	99.6%	98%	98-100%	98%

What: The number of times a request for service repair, change, or an added feature that are completed within one business day.

Why: This measures the response time of both Information Technology staff and the dedicated local provider. This is important for County departments to enable them to be productive and work to provide services to their customers.

How are we doing? During FY 2002-03, as of the end of the first, out of 81 telephone service requests, not one was over the 1 business day, and out of 39 voice mail requests, all were completed within 1 business day.

6. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of time customer telephone and voice mail billings are timely and accurate.	New Measure	92%-timely 98.5% - accurate	72.8%-timely 98.8%-accurate	92% - timely 98% - accurate	0%-timely 98%-accurate	92%-timely 98%-accurate

What: This is the tracking of when telephone billings are provided to the customers, in a timely (within 30 days of the end of a billing period) and accurate manner.

Why: Timely and accurate billings are necessary to provide excellent services to our customers, and will enable the customer to service the public in a more efficient and timely manner.

How are we doing? Information Technology had hoped to benchmark these services against others in the industry in FY 2002-03 but due to the state of the billing problems industry-wide, this was not feasible. Due to the County signing on to the State CALNET contract this last year, the billings that come from both our local and long distance carriers have not been timely or accurate, causing our office to do more work and not produce bills to our customers in a timely manner.

Timely - Since contact with our vendors does not show promises of having the billing issues resolved this year, we are estimating that there will not be any timely bills for the year.

Accuracy - we are consistently meeting our target relative to accuracy.

Department Goal: Provide high quality and cost-effective automation services to our customers.

Communitywide Result Link: A Well-Governed Community.

7. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of desktop automation systems delivered to the requesting department within 40 days of receipt of the order.	75%	Revised Measure	81.3%	90%	95%	95%

What: The percentage of desktop system purchases (hardware & software) in which the number of days from Information Technology's receipt of a purchase requisition to the date product is delivered to the requesting County Department is 40 calendar days or less.

Why: To monitor and manage the timeliness of microcomputer product (hardware and software) deliveries, to assess the performance of County contractors, and provide Information Technology customers with consistent service levels while simultaneously seeking lowest cost pricing.

How are we doing? PCs purchased directly from Compaq under the Western State Contract Alliance program in FY 2001-02 generated an annual County savings of $115,000. This purchase program does result in slower delivery of PCs, however, the majority of PCs purchased are replacements, and therefore, rapid delivery of hardware is less important than obtaining the best pricing possible.

8. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of average cost savings off published manufacturers' list prices on computer hardware, software, and network products.	New Measure	11% for computer products, 43.5% for software & 25% for network products	16.5% for computer products, 43.6% for software & 33.4% for network products	15% for computer products, 40% for software & 25% for network products	15% for computer products, 42% for software & 25% for network products.	15% for computer products, 40% for software & 25% for network products

What: Comparison of manufacturers' list prices for microcomputer products (e.g., processors), software, and network products (e.g., hubs and routers) using published list prices and the actual prices paid by the County under negotiated discounts and/or contracts.

Why: To identify and monitor the savings the County achieved through technology purchasing agreements and vendor relationships initiated by Information Technology.

How are we doing? Hardware and Network products: The County is utilizing the best-case pricing from Computerland, Network Catayst and participating in the Western State Contract Alliance, taking advantage of greatly discounted pricing.

Software products: The County is utilizing the best-case pricing from Lotus, Novell, Network Associates and Microsoft by partnering with other local agencies and the State.

These purchasing agreements generated annual savings to the County in excess of $600,000 in FY 2001-02.

9. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of calls handled by the ITD Call Center on first call. This is an industry standard.	N/A	N/A	N/A	N/A	New Measure	80% Network 90% Security 25% Application Support

What: A measure of our efficiency in providing infrastructure support for our production environment in three critical areas.

Why: Provide targets that should lead us to an aggregate total that matches or exceeds the industry's best practice of 80%, while still providing feedback from the detail of these three critical areas.

How are we doing? During FY 2003-04, ITD will report against these categories of Call Center support. Application support appears to be a low threshold because, to-date, support has been primarily dedicated to the Systems & Programming staff resource. Introduction of new documentation this year will enable some level of direct support by the Call Center.

10. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of project milestones met for custom designed application development and enhancement projects.	New Measure	75%	82.6%	75%	75%	75%

What: An on-time completion rate of project milestones managed by the Customer Service division for systems that are developed or enhanced "in-house."

Why: Completion of new application systems and enhancements, on time, is crucial to providing computer systems that help County departments and other agencies conduct their business efficiently and effectively.

How are we doing? Currently ITD is exceeding the 75% target for the current FY 2002-03. Due to the new Information Technology emphasis of reducing the number and size of custom designed application development and enhancement projects, the number of milestones are expected to decrease in the future and the percentage attainment to continue close to the 75% target.

11. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of project milestones achieved within budget for customer designed application development and enhancement projects.	N/A	New Measure	82.6%	75%	75%	75%

What: Information Technology is meeting and exceeding the 75% target at this time and is expected to continue at or above the 75% target Due to the new Information Technology emphasis of reducing the number and size of custom design application development and enhancement projects, the number of milestones are expected to decrease in the future and the percentage attainment to continue at or above the 75% target.

Why: Completion of new application systems and enhancements within budget is crucial to providing computer systems that help County departments and other agencies conduct their business efficiently and effectively.

How are we doing? ITD has begun to track this measure and will report year to date and quarterly results during the second half of FY 2002-03.

12. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of the time automation systems and the wide-area-network is available.	New Measure	95%	95.9%	95%	95%	96%

What: The percentage of availability is measured against scheduled up-time and reported or discovered down-time.

Why: Availability of County computing resources translates directly into customer productivity and ultimately into their service delivery to the public.

How are we doing? Information Technology is consistently meeting the target for this measure.

13. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of the total county operating budget spent on technology.	New Measure	3%	2.23%	3%	2.1%	3%

What: The annual net county cost (NCC) of Information Technology's budgets, when considered as a percentage of the total budget reflects the level of investment in centralized automation and communication county-wide support.

Why: Technology investment at the enterprise level has a direct relationship to county-wide effectiveness and efficient public service delivery and can be compared with comparable counties.

Benchmark: The industry standard is currently 3%.

How are we doing? Since FY 1990/91, Information Technology has averaged 2% of the total County operating expense and is not meeting the industry standard of 3% for county governments. Each year, Information Technology will obtain the industry standard information from the International City/County Management Association (ICMA) in order to benchmark San Luis Obispo County against that standard.

Department Goal: To provide great service to our customers.

Communitywide Result Link: A Well-Governed Community.

14. Performance Measure	00-01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of responses to Customer Satisfaction Survey rating overall effectiveness as "satisfactory" or better.	New Measure	92%	81.5%	97%	77%	97%

What: The percentage of those responding to an annual survey that rate Information Technology in terms of both efficiency and quality (timeliness, accuracy, courtesy and satisfaction) as “Satisfactory” or better.

Why: Providing efficient and quality services to our customers will assist them in providing cost-effective services to county citizens.

How are we doing? Information Technology's last customer survey indicated that 77% of those responding indicated they were "Satisfied" or "Very Satisfied" with our services. Information Technology is keeping the target for FY 2003-04 at 97% since this is the rating that the Department would like to achieve.

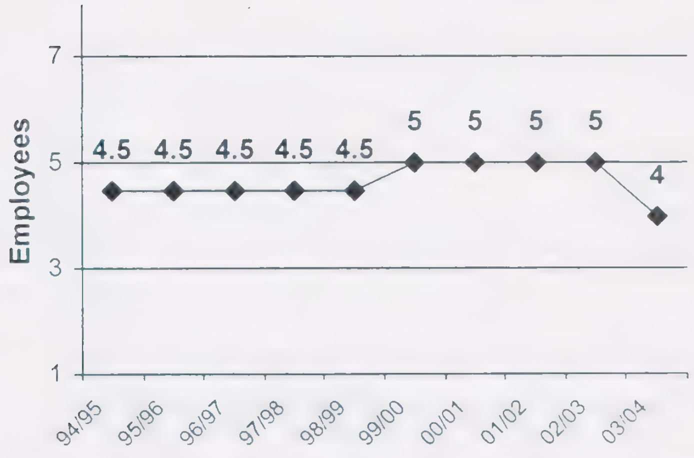
MISSION STATEMENT

To minimize the loss of County assets by ensuring a safe, accessible environment, providing cost effective employee benefit programs, and insuring against risk.

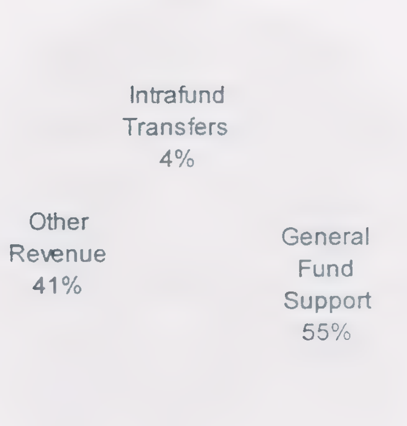
Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 438,655	$ 441,793	$ 497,465	$ 390,242	$ 390,242
Services and Supplies	575,324	888,396	1,020,868	1,016,971	1,016,971
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 1,013,979	$ 1,330,189	$ 1,518,333	$ 1,407,213	$ 1,407,213
Less Intrafund Transfers	23,799	40,032	50,791	50,791	50,791
**Net Expenditures	$ 990,180	$ 1,290,157	$ 1,467,542	$ 1,356,422	$ 1,356,422
Revenues	489,706	653,755	683,581	573,358	573,358
General Fund Support (G.F.S.)	$ 500,474	$ 636,402	$ 783,961	$ 783,064	$ 783,064

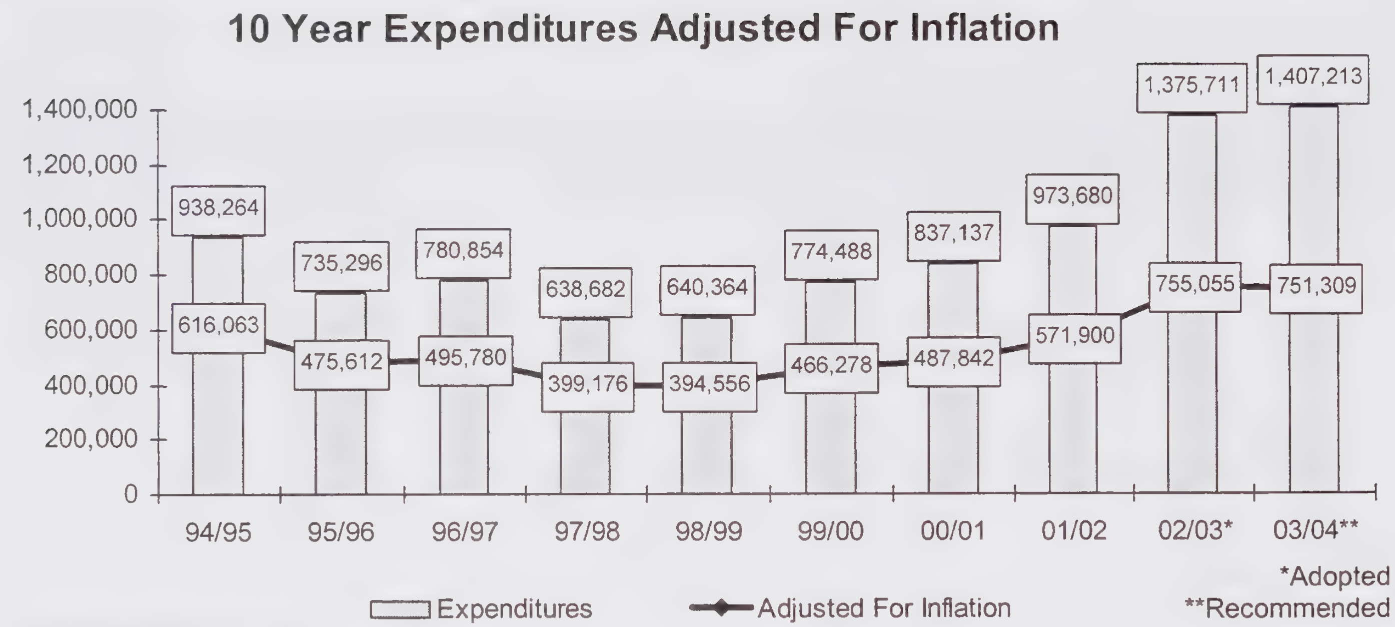
Number of Employees

(Full Time Equivalent)



Source of Funds





SERVICE PROGRAMS

Employee Benefits

Administer employee and retiree benefit plans (health, life, tax savings, etc).

Total Expenditures: $474,292 Total Staffing (FTE): 1.25

Risk Management

Perform risk exposure analysis and determine strategies for self-insurance or placement of insurance including broker selection, policy selection, payment of premiums, and development of underwriting data and cost allocation.

Total Expenditures: $682,599 Total Staffing (FTE): 0.65

Safety

Administer the County Safety Program to ensure a safe work environment, reduce work-related employee injuries, and minimize the costs associated with Workers' Compensation, lost productivity, etc.

Total Expenditures: $120,228 Total Staffing (FTE): 1.25

Liability

Effectively administer the Liability Self-Insurance Program to resolve tort claims filed against the County.

Total Expenditures: $117,089 Total Staffing (FTE): .60

Workers' Compensation

Administer the Workers' Compensation Program to ensure compliance with state mandated requirements while processing work-related injury claims from County employees.

Total Expenditures: $13,005 Total Staffing (FTE): .25

DEPARTMENT COMMENTS

The Risk Management Division is in the throes of developing short and long term plans to guide our future efforts. In the short term, we are evaluating all of our core programs for opportunities to improve operations. We want to know what works, what doesn't, what can be streamlined, what needs to be strengthened to produce better results, and what can go away because it's no longer needed. To date, we've made some impressive headway – a variety of programs are being retooled to save time and be more effective. Examples include – the wellness program is being streamlined so it's easier to administer, time consuming retiree health insurance responsibilities have transferred to Retirement Plans (where they should be), the summertime childcare program is being revamped to insure fiscal accountability, the Illness and Injury Prevention Program – our safety program blueprint – has been revised into a user friendly OSHA compliant document, data collection efforts are being documented and automated to produce more reliable information, etc. There is still a tremendous amount of work to be done in this area. As an example, we've only scratched the surface in the Workers' Comp Program. When we're done, however, this exercise will show in measurable terms that we're an efficiently run insurance administration division.

In the longer term, it's our goal to become a real "risk management" operation. We want to help manage the County's risk, not just react to what comes our way. As an example, we can continue to let our Workers' Comp Program chug along, process the paperwork, meet our legal mandates, and watch our comp costs grow exponentially. Or, we can manage the program so that we take advantage of every cost saving opportunity available to us (e.g., strengthen our safety program so we prevent the accident from happening, revamp the pre-employment physical process, take medical control in first 30 days, develop a return to work program, etc.). The same can be said for our Liability Program. There are lots of opportunities for us to reduce the number of preventable claims that we receive. We just need to get out into the organization, identify our weaknesses and do something about them.

A proactive risk management operation will pay for itself, but to get there will require an upfront investment in resources. Therefore, once our short and long term planning efforts are complete, we plan to present a proposal to the Board that will show what it takes to move the Risk Management Division from an efficient operation that meets our policy/legal mandates to an effective operation that saves the County money. Because our planning efforts were not complete in time to incorporate into the 2003/04 budget process, our request reflects the status quo. In fact, all proposed increases in the budget submittal are driven by outside influences over which we have very little or no control (i.e., prevailing wage adjustments, a sluggish insurance market, PERS administrative fee increases, etc.).

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Fund Support (GFS) for Risk Management will grow by 16% or a little over $108,000 for 2003-04. There are three factors driving this increase:

- **Sluggish Insurance Market** - insurance premiums for our non-Internal Service Fund programs (e.g., property insurance, crime bond insurance, watercraft insurance, airport liability insurance, etc.) will increase by about $66,000 for 2003-04. This is due solely to the hard insurance market that is plaguing the nation and causing insurance premiums to skyrocket and coverage levels to shrink.

- **PERS Health Plan Administration Fees** – the County purchases health insurance for our employees through the PERS Program. PERS has advised us the administration fees for the program will increase in the coming year, and our County's share of this is $17,000.

- **Retiree Health Insurance Contribution** – the County's monthly contribution to retiree health insurance will increase by about $12,000 for 2003-04. This is due to the fact that more retirees are opting to get their health insurance through the county's program (i.e., we expect to go from 390 to 420 retirees).

Other issues of note in the recommended budget include:

- **Staffing Levels** - the position allocation list (PAL) and salary accounts for Risk Management show a reduction of one Risk Management Analyst position. At the same time, you'll note that Personnel's PAL and salary accounts reflect a net increase of one Personnel Analyst position. This is due to an arrangement approved by the Board earlier this year whereby a Personnel Analyst was permanently assigned to work in Risk Management to handle the Workers' Comp Program. In turn, the Personnel Department was authorized to hire an additional Personnel Analyst to offset their staffing loss to Risk Management. This arrangement has resulted in no change in staffing resources or GFS to either budget unit, and represents a first step toward consolidating Risk Management into the Personnel Department

- **Decreased Revenue Levels** – recommended revenue shows a decrease of nearly $88,000 or 13%. This is due to the personnel swap described above. Revenue from Budget Unit 2150 – Workers' Compensation would normally be credited to Risk Management to offset the costs of the Analyst position assigned to the Workers' Compensation Program. Since this position is filled by a position accounted for in the Personnel Department budget, the comp revenue is now credited to Personnel.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To cost-effectively manage the employee benefit programs (health, life, tax savings, etc.) for County employees and retirees.

Communitywide Result Link: A well-governed community.

1. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of time we meet all deadlines for Federal, State, and County mandated reporting requirements for individual tax savings, health insurance, and employee wellness programs.	100%	100%	100%	100%	100%	Measure to be eliminated.

What: To report employee enrollment data and expenditures for benefit programs.

Why: Mandated by Federal, State, or County government.

How are we doing? In the early stages of the performance measurement program, this measure provided important information that helped to tell Risk Management's "story" relative to benefit oriented legal and policy mandates. Now, with an established track record for meeting our mandates, we believe this measure has run its course and should be eliminated.

2. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of time we meet all deadlines to provide required information to employees and retirees for enrollment, plan changes, and status of benefit programs.	100%	100%	100%	100%	100%	Measure to be eliminated.

What: This information is necessary for employees and retirees to fully access benefit programs.

Why: To encourage optimum utilization of benefits by all eligible employees and retirees.

How are we doing? In the early stages of the performance measurement program, this measure provided important information that helped to tell Risk Management's "story" relative to benefit oriented policy mandates. Now, with an established track record for meeting our mandates, we believe this measure has run its course and should be eliminated.

3. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of time contracts are evaluated every two years for quality of service, level of benefits, and competitive pricing.	New measure.	100%	100%	100%	100%	Measure to be eliminated.

What: Many contracts for employee benefits (life, long term disability, vision, dental) have a term of two years.

Why: To meet the changing needs of employees and obtain the most competitive price for products and services.

How are we doing? In the early stages of the performance measurement program, this measure provided important information that helped to tell Risk Management's "story" relative to contract administration. Now, with an established track record for effective contract administration, we believe this measure has run its course and should be eliminated.

4. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of payroll clerks that rate the services provided by the Benefits Coordinator as above satisfactory or better.	New measure.	New Measure.	New measure.	New measure.	New measure.	100%

What: Each fall, Risk Management will conduct a survey of all payroll clerks to determine their level of satisfaction with the quality of service provided by the Benefits Coordinator. The survey will address the following critical service areas: timeliness, accuracy, responsiveness, and trustworthiness of information.

Why: The Benefits Coordinator is responsible for educating county payroll clerks on all aspects of employee benefits. The payroll clerks, in turn, are responsible for disseminating this information to county employees so they can make informed benefit decisions. Regularly surveying our key customers will allow us to gauge the quality of our services and make program improvements as needed.

How are we doing? The first survey will take place this fall. It will always be our goal to achieve a 100% rating.

5. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Full-time equivalent Benefit Program staffing per 1,000 employees.	New measure.	New Measure.	New measure.	New Measure.	.46	.46

What: This shows Benefit Program staffing per 1,000 employees.

Why: This data can be compared with other benefits programs from similar sized counties to provide one measure of whether we are appropriately staffed for this activity.

How are we doing? Comparison county data will be provided in the Final Budget.

Department Goal: To secure cost-effective insurance coverages for the County.

Communitywide Result Link: A safe community and a well-governed community.

6. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of time property, liability, medical malpractice and workers' compensation insurance coverages are secured at or below commercial market rates.	100%	100%	100%	100%	100%	100%

What: Provides an indication of how cost effective our Insurance Programs are compared to commercial insurance.

Why: Indicates how San Luis Obispo County Insurance Programs compares to purchasing commercial insurance as determined by CSAC-Excess Insurance Authority's annual report.

How are we doing? By participating in CSAC-Excess Insurance Authority (EIA), the County is paying lower premiums while securing coverages designed to meet our requirements. For example, in 2002/03, the CSAC-EIA procured coverages that collectively saved participating counties the following insurance premiums over commercial rates purchased on a stand alone basis: property - about $16 million; liability – about $12 million; medical malpractice – about $10 million; and Workers' Compensation - about $33 million.

Department Goal: To promote a safe work environment for county.

Communitywide Result Link: A safe community and a well-governed community.

7. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Rate of work-related illnesses/injuries per 100 employees as compared to other state and local government agencies in California.	3 per 100 employees.	<4 per 100 employees	1.9 per 100 employees	2 per 100 employees.	10.1 per 100 employees.	9 per 100 employees.

What: This tracks the number of employee illnesses/injuries per 100 employees in comparison to other state and local government agencies in California.

Why: This provides one measure of the effectiveness of our Safety Program.

How are we doing? Please note that this measure has been modified to include data on illnesses and injuries -- as opposed to just injuries in the past. By collecting both injury and illness data, we'll be able to compare ourselves to statewide average data prepared by the Department of Industrial Relations. The statewide average for illnesses/injuries for state and local government employees is 9.9 per 100 employees. With a projected rate of 10.1 per 100 employees, we're right in line with the statewide average.

8. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Annual number of serious employee work-related injuries (i.e., death, loss of limb or consciousness, overnight hospitalization, etc.) as defined by CAL/OSHA.	0	0	1	0	0	0

What: The number of employees who experience serious work-related injury.

Why: The Federal and State Occupational Safety and Health Act (OSHA) requires reporting of all serious work related injuries which they define as death, loss of consciousness/limb, overnight hospitalization, etc. This measure helps track the effectiveness of our Safety Program.

How are we doing? So far, we're doing great – we have not experienced any serious injuries this fiscal year.

9. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of "lost days" due to workplace injury.	1,541 days	900	1,078	<1,450 days	1,000	1,000

What: This represents the total number of days that employees are absent during the year due to work-related injuries.

Why: The number of "lost employee days" can be related to significant indirect costs (lost productivity, rearranged work assignments, temporary help, substitute staff, retraining, supervisory/staff time, etc.). Based on safety industry standards, the indirect cost due to lost time is $.80 for each dollar in direct cost.

How are we doing? We recently discovered that the system we have in place to track lost days has been inaccurately calculating this figure since the inception of the performance measurement program. Therefore, we do not have accurate baseline data from which to project our 2002/03 results or 2003/04 target (in essence, the data reflected in these two columns represents our best guess at this time). Risk Management is in the process of creating a new system that will accurately track lost days and will provide this data in the Final Budget.

10. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Full-time equivalent Safety Program staffing per 1,000 employees.	New measure.	New measure.	New measure.	New measure.	.46	.46

What: This shows Safety Program staffing per 1,000 employees.

Why: This data can be compared with other safety programs from similar sized counties to provide one measure of whether we are appropriately staffed for safety activities.

How are we doing? Comparison county data will be provided in the Final Budget.

Department Goal: To effectively administer the County's Liability Insurance Program.

Communitywide Result Link: A well-governed community.

11. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of liability claims filed, per million dollars of payroll.	1.37 claims filed per million dollars of payroll.	Better than the CSAC-EIA member counties' average.	1.15/CSAC – Excess Insurance Authority (EIA) member counties' average was $1.22	Better than the CSAC-EIA member counties' average.	1.20	Better than the CSAC-EIA member counties' average

What: This represents an "apples to apples" way of comparing the number of liability claims filed against local California governments.

Why: Indicates how San Luis Obispo County compares to other counties as determined by Bickmore Risk Services.

How are we doing? The County is right in line with the CSAC-EIA member counties' average of 1.20.

12. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Average dollar loss/liability claim.	$5,790	Better than the CSAC-EIA member counties' average.	$6,250/CSAC-Excess Insurance Authority (EIA) member counties' average was $6,450	Better than the CSAC-EIA member counties' average.	$7,900	Better than the CSAC-EIA member counties' average.

What: This provides an indication of how much money is being spent on average for liability claims.

Why: Indicates how San Luis Obispo County compares to other counties as determined by Bickmore Risk Services.

How are we doing? The County has lost ground in this area. Not only has our average loss per claim rate risen to $7,900 (up from the prior year level of $6,250), we exceed the CSAC-EIA member counties' average by a little over $1,000. This is due to the maturation/settlement of several serious claims from the 2000/01 and 2001/02 accident years. This rate should improve in future years as we're seeing a decline in the number and severity of claims in the current year.

13. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Dollars of loss per $100 of payroll for liability claims.	$.80	Better than the CSAC-EIA member counties' average.	$.70/CSAC-Excess Insurance Authority (EIA) member counties' average was $.75.	Better than the CSAC-EIA member counties' average.	$.80	Better than the CSAC-EIA member counties' average.

What: Provides an indication of the total liability dollars spent as a percentage of the county's payroll.

Why: Indicates how San Luis Obispo County compares to other counties as determined by Bickmore Risk Services.

How are we doing? The County's loss rate per $100 payroll is right in line with the CSAC-EIA member counties' average of $.78. At the same time, however, our loss rate has increased by $.10 per $100 of payroll from the prior year level (i.e., from $.70 to $.80 per $100 of payroll). This is due to the maturation/settlement of several serious claims from the 2000/01 and 2001/02 accident years. This rate should improve in future years as we're seeing a decline in the number and severity of claims in the current year.

14. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of liability claims filed resulting in $0 payment.	45%	45%	47%	45%	45%	45%

What: Percentage of liability claims filed resulting in $0 payment.

Why: Provides an indication of how effective we are in administering, researching, and analyzing claims filed against the County

How are we doing? The County has averaged 45% of claims per year resolved without payment over a 10-year period

Department Goal: Provide Workers' Compensation benefits to County employees and administer the program to comply with mandated state regulations.

Communitywide Result Link: A well-governed community.

15. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Percentage of injured employees contacted within 24 hours of notice of injury to provide benefits information.	95%	95%	95%	95%	95%	Measure to be eliminated.

What: A customer service measure to ensure that employees fully access entitled benefits.

Why: By providing a quick response and comprehensive information, litigation is minimized (avoiding an average of $3,000 per case).

How are we doing? In the early stages of the performance measurement program, this measure provided important information that helped to tell Risk Management's "story" relative to workers' comp oriented legal mandates. Now, with an established track record for meeting our mandates, we believe this measure has run its course and should be eliminated.

16. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Dollars of loss per $100 of payroll for Workers' Compensation claims.	$2.30 of loss per $100 of payroll.	Better than the CSAC-EIA member counties' average.	$2.40 / CSAC Excess Insurance Authority (EIA) member counties' average was $3.00.	Better than the CSAC-EIA member counties' average.	$2.95	Better than the CSAC-EIA member counties' average.

What: Provides an "apples to apples" comparison of Workers' Compensation claims volume to other counties statewide.

Why: Provides an indication of the cost to the county of Workers' Compensation claims based upon results published annually by Bickmore Risk Services.

How are we doing? The County's loss per $100 of payroll is well below the CSAC-EIA member counties' average of $3.33. At the same time, however, our loss rate has increased by $.55 per $100 of payroll over the prior year (i.e., $2.40 to $2.95). This is due to the fact that the 2000/01 and 2001/02 accident years have resulted in serious losses to the County. Please note that controlling Workers' Comp costs is Risk Management's highest priority in the coming year.

17. Performance Measure	00/01 Actual Results	01-02 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Number of Workers' Compensation claims per $1 million of payroll.	3.00 claims filed per $1 million of payroll.	Better than the CSAC-EIA member counties' average.	2.75 / CSAC-Excess Insurance Authority (EIA) member counties average was 3.30.	Better than the top 25% of CSAC- EIA counties.	2.55	Better than the CSAC-EIA member counties' average.

What: An "apples to apples" comparison to other counties statewide of the number of Workers' Compensation claims filed.

Why: To provide an assessment of how this County compares to other counties based upon results published annually by Bickmore Risk Services.

How are we doing? The County's claims frequency rate is in good shape – we're well below the CSAC-EIA member counties average of 3.40 and continue to see a drop in our own frequency rate (i.e., from 2.75 last year to 2.55 this year).

18. Performance Measure	00/01 Actual Results	00-01 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Dollars of loss per Workers' Compensation claim.	$8,200 of loss per claim.	Better than the CSAC-EIA member counties' average.	$8,640 / CSAC-Excess Insurance Authority (EIA) member counties average was $7,600.	Better than the CSAC-EIA member counties' average.	$11,500	Better than the CSAC-EIA member counties' average.

What: Comparing the average actual dollar amount of claims.

Why: To provide an assessment of how this County compares to other counties based upon results published annually by Bickmore Risk Services.

How are we doing? The County has lost ground in this area. Our average loss rate per claim is well above the CSAC-EIA member counties' average of $8,570 and has increased by almost $2,900 over prior year levels (i.e. up from $8,640 to $11,500). This is due to the fact that the 2000/01 and 2001/02 accident years have resulted in serious losses to the County. Please note that controlling Workers' Comp costs is Risk Management's highest priority in the coming year.

19. Performance Measure	00/01 Actual Results	00-01 Adopted	01-02 Actual Results	02-03 Adopted	02-03 Projected Results	03-04 Target
Full-time equivalent Workers' Comp Program staffing per 1,000 employees.	New measure.	New Measure.	New Measure.	New Measure.	.46	.46

What: This shows Workers' Comp Program staffing per 1,000 employees.

Why: This data can be compared with other Workers' Comp Programs from similar sized counties to provide one measure of whether we are appropriately staffed to carry out this activity.

How are we doing? Comparison county data will be provided in the Final Budget.

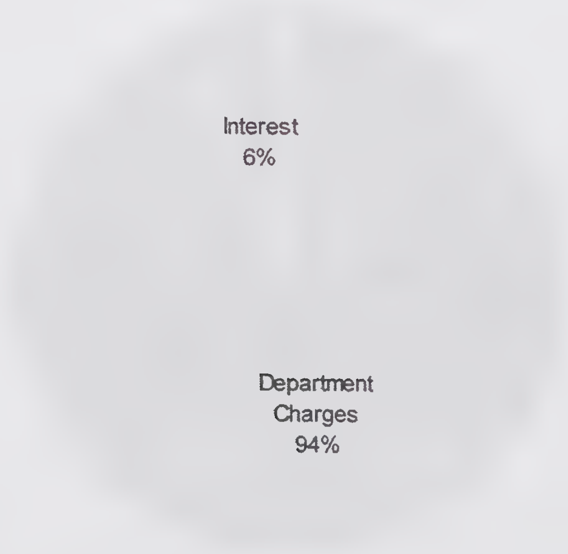
MISSION STATEMENT

To minimize the loss of County assets by ensuring a safe, accessible environment, providing cost effective employee benefit programs and insuring against risk.

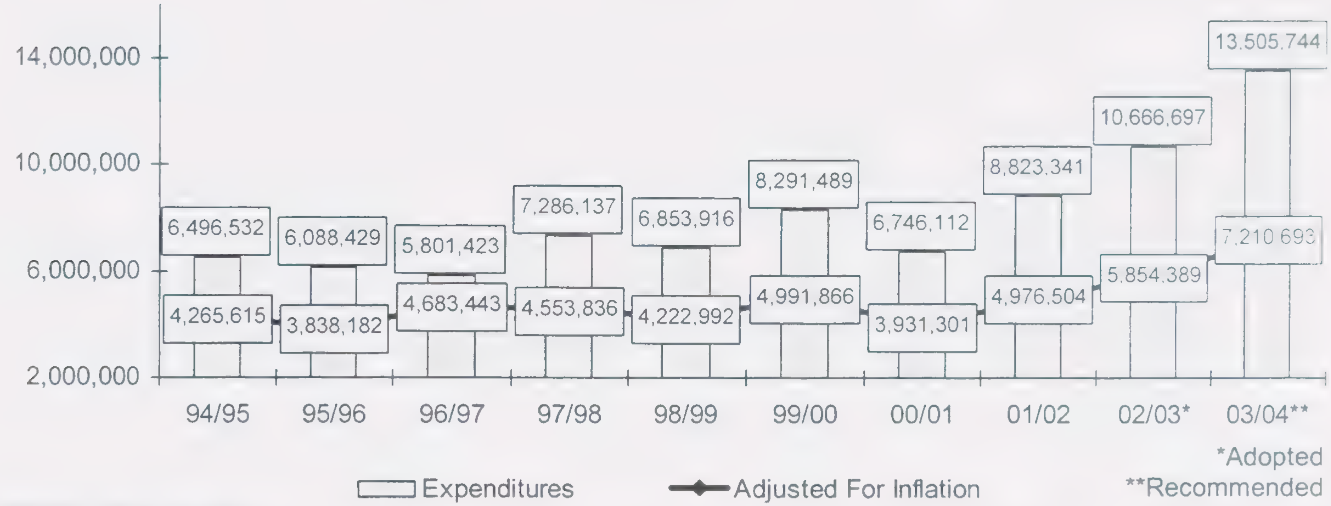
SCHEDULE 10

OPERATING DETAIL (1)	ACTUAL 2001-02 (2)	ACTUAL 2002-03 (3)	RECOMMENDED ESTIMATES 2003-04 (4)	ADOPTED ESTIMATES 2003-04 (5)
REVENUES:				
OPERATING REVENUES				
Charges to Department	6,949,548	7,272,200	6,992,740	6,992,740
TOTAL OPERATING REVENUES	6,949,548	7,272,200	6,992,740	6,992,740
NONOPERATING REVENUES				
Interest	888,617	618,950	448,550	448,550
Other Income	258,237	0	0	0
TOTAL NONOPERATING REVENUES	1,146,854	618,950	448,550	448,550
TOTAL REVENUES	8,096,402	7,891,150	7,441,290	7,441,290
EXPENSES:				
OPERATING EXPENSES				
Services and Supplies	1,142,457	1,219,276	1,234,392	1,234,392
Overhead	357,613	380,166	303,360	303,360
Insurance	390,757	1,026,000	1,745,492	1,745,492
Claims	6,830,665	6,106,000	9,562,500	9,562,500
Outside Legal	671,408	690,000	660,000	660,000
TOTAL OPERATING EXPENSES	9,392,900	9,421,442	13,505,744	13,505,744
TOTAL EXPENSES	9,392,900	9,421,442	13,505,744	13,505,744
NET INCOME (LOSS)	(1,296,498)	(1,530,292)	(6,064,454)	(6,064,454)
FIXED ASSET EXPENDITURES				
Equipment	10,384	0	0	0
TOTAL FIXED ASSET EXPENDITURES	10,384	0	0	0

Source of Funds



10 Year Expenditures Adjusted For Inflation



*Adopted
**Recommended

SERVICE PROGRAMS

Workers' Compensation

Provides for claim processing, investigation, defense and litigation settlement of claims; provides for employee injury claims filed with the County.

Total Expenditures: $8,038,657 Total Staffing (FTE): 2.60

Liability Self-Insurance

Provides for adjudication of tort claims against the County through claims processing, investigation, defense and settlement of claims.

Total Expenditures: $2,746,998 Total Staffing (FTE): 1.1

Medical Malpractice

Provides for adjudication of Medical Malpractice claims against the County through claims processing, investigation, defense and settlement of claims.

Total Expenditures: $716,074 Total Staffing (FTE): .10

Unemployment Insurance

Receive, research and administer all unemployment insurance benefits.

Total Expenditures: $334,291 Total Staffing (FTE): .10

Dental Plan

Includes all income, benefit costs, expenses and reserves related to the County Self-Funded Dental Plan for county employees.

Total Expenditures: $1,669,724 Total Staffing (FTE): .15

DEPARTMENT COMMENTS

Overall Status of Self-Insurance Program

The Self-Insurance Program Internal Service Fund (ISF) provides the money to pay for our Liability Insurance, Workers' Compensation Insurance, Unemployment Insurance, Medical Malpractice Insurance, and Dental Insurance Programs. Overall, the ISF remains in solid financial position. However, recent adverse loss experience and the hard insurance market will take its toll on the program in coming years – particularly in the area of Workers' Compensation. This is discussed in greater detail below.

Self-Insurance Program Expenses

Self Insurance Program costs are projected to grow by 43% in the coming year over 2002/03 adopted expenditures. There are two primary factors driving the increase: 1) insurance premiums for the Workers' Comp and Liability Programs; and 2) claims payments for the Workers' Compensation, Unemployment Insurance and Dental Plan Programs.

- **Insurance Premiums** - With respect to insurance premiums, the Workers' Compensation premium is projected to grow from about $510,000 to over $900,000 for 2003/04. The liability premium will go from $121,000 to over $500,000 in 2003/04. These increases are due to the hard insurance market that has caused premium costs to skyrocket and coverage levels to shrink. Adverse loss experience from the 2000/01 and 2001/02 accident years has also contributed to the premium increases.

- **Claims Payments** - Claims payments are projected to rise from the 2002/03 adopted figure of about $6.1 million to almost $9.6 million in the coming year. The bulk of the increase is in the Workers' Compensation Program. This program is showing unprecedented growth in claims payments (i.e., we spent about $4.4 million in 2001/02 and we're on target to spend up to $6 million this year and next). Claims filed during 2000/01 and 2001/02 have resulted in very serious losses that are causing program costs to spike in the current year. This trend will continue into future year budgets until the serious claims are resolved (i.e., please note that these type of claims can take years to resolve, and some may involve providing life-time medical care for the injury). Fortunately, there is some hope for the future - we're seeing a decline in the number and severity of current year claims. Additionally, strengthening our Workers' Comp Program is Risk Management's highest priority in the coming year.

  Claims payments are also projected to rise significantly in the Unemployment Insurance (UI) and Dental Plan Programs for 2003/04. However, these cost impacts are not as worrisome as the Workers' Compensation program. UI expenses are projected to increase due to the impending closure of General Hospital. Fortunately, UI reserves can easily absorb the one-time expenses associated with the hospital closure. With respect to the Dental Program, expenses are projected to grow by $385,000 or 30% in 2003/04. This merely reflects an increase in the number of employees enrolling in our self-insured dental plan as opposed to our HMO plan. This cost increase is fully funded by employees through their cafeteria plan and payroll deductions.

Self-Insurance Program Revenue

Revenue for the ISF is projected to decline by about $450,000 over 2002/03 adopted figures. This is due to a combination of factors -- the most significant being:

- Workers' Comp Dept Charges Declined: ($870,000)
- Interest Earnings Declined: ($170,000)
- Liability Dept Charges Increased: +$400,000
- Dental Program Charges Increased: +$250,000

Relative to Workers' Comp, even though rates were set higher for the coming year ($4.5 million vs. $4 million), no "inflator" was applied for projected prevailing wage adjustments in 2003/04. Consequently, we'll actually see a decline in Workers' Comp revenue. Interest earnings are projected to decline due to falling interest rates and reserve balances. Liability charges are projected to increase due to our decision to increase department charges back to historical levels of $500,000. Finally, dental program charges are projected to rise due to the number employees enrolling our self-insured plan as opposed to our HMO plan.

Self-Insurance Program Losses

At the requested funding level, the ISF shows a $6 million shortfall - the bulk of which is attributable to the Workers' Comp ($3.2 million) and the Liability Programs ($2.1 million). Healthy ISF reserves will allow us to gracefully weather these losses in the coming year. However, the Board should be prepared for serious rate increases in the Workers' Comp Program and, to a lesser extent, in the Liability Program come 2004/05.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The CAO recommends the budget as submitted.

GOALS AND PERFORMANCE MEASURES

Department Goals and Performance Measures are reflected in Budget Unit 2340 – Risk Management.

BOARD ADOPTED CHANGES

None.

County of San Luis Obispo

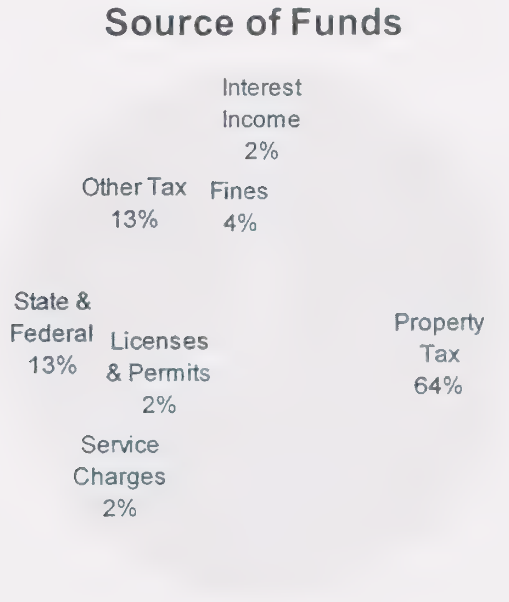
Financing

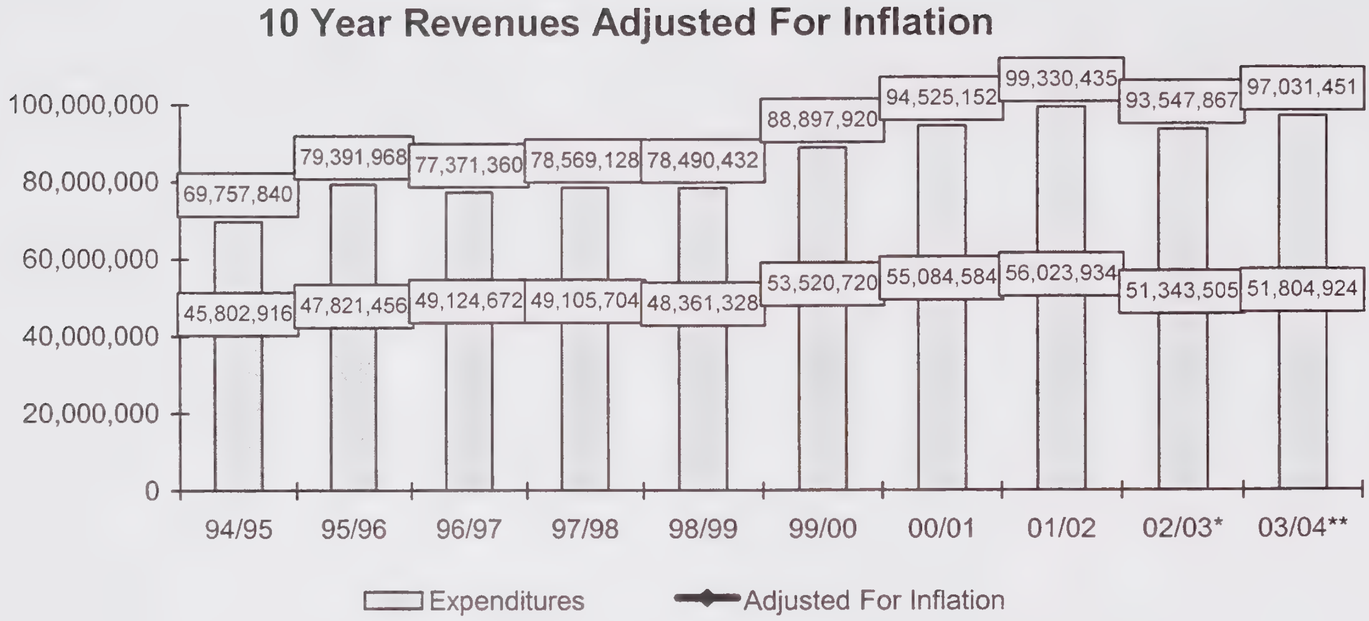
Non-Departmental Revenues
Non-Departmental-Other Financing Uses
Short - Term Financing
Enterprise Financial System
Countywide Automation Replacement
General Government Building Replacement
Public Facility Fees
Debt Service
Pension Obligation Bonds

PURPOSE STATEMENT

This budget unit acts as the receiving budget for all revenues received by the County which are not generated as a result of departmental activities.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 0	$ 0	$ 0	$ 0	$ 0
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 0	$ 0	$ 0	$ 0	$ 0
Revenues	99,330,435	99,924,316	97,031,451	97,031,451	97,131,451
General Fund Support (G.F.S.)	$(99,330,435)	$(99,924,316)	$(97,031,451)	$(97,031,451)	$(97,131,451)


Source of Funds



*Adopted
**Recommended

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This budget unit receives all General Fund revenues not directly attributable to any single department's operation. The largest of these discretionary revenues include property tax, vehicle license fees, sales tax, transient occupancy tax and interest earnings.

Overall, non-departmental revenue recorded in this budget is estimated to increase by about $3.5 million or 3% compared to the current year adopted budget. This includes a reduction of Vehicle License Fees of approximately $5 million and eliminates $1 million of open space subvention revenue (Williamson Act). These adjustments were made in anticipation that the Governor's state budget proposals, that included revenue reductions to counties, will be approved by the Legislature. Fortunately, other revenue sources, particularly property tax revenue, have increased enough to mitigate the expected losses.

The most significant changes compared to the current year adopted budget include:

- Property taxes are estimated to increase by over $6 million, or 10%.
- Vehicle License Fees (VLF) revenues are recommended at $11.5 million (calculated at 2/3s of the total we should receive), lower than the current year budgeted amount by $1.5, or a reduction of 11%. If the Legislature does not reduce VLF revenue to counties, we would expect VLF to come in at nearly $17 million.
- Open space subvention revenue of $1 million is eliminated due to state budget cuts.
- Sales taxes are estimated to increase by $500,000, or 9%.
- Transient occupancy taxes (bed tax) are projected to increase $100,000, or 2%.
- Interest earnings are projected to decrease $1.4 million, or 46%, due to low interest rates.

BOARD ADOPTED CHANGES

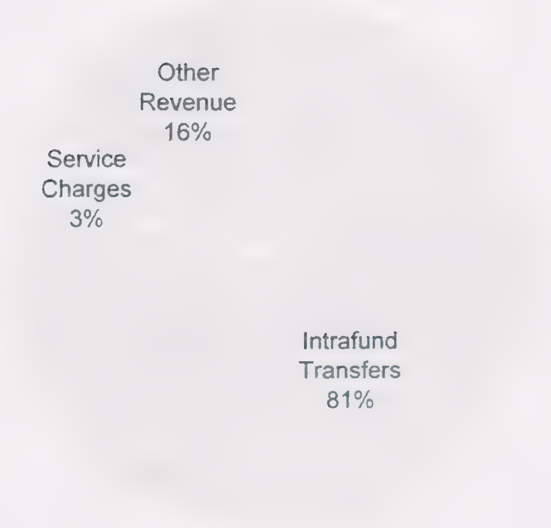
$100,000 was added to motor vehicle license fees to offset the $100,000 increase in General Fund support in Budget Unit 3200 - Social Services.

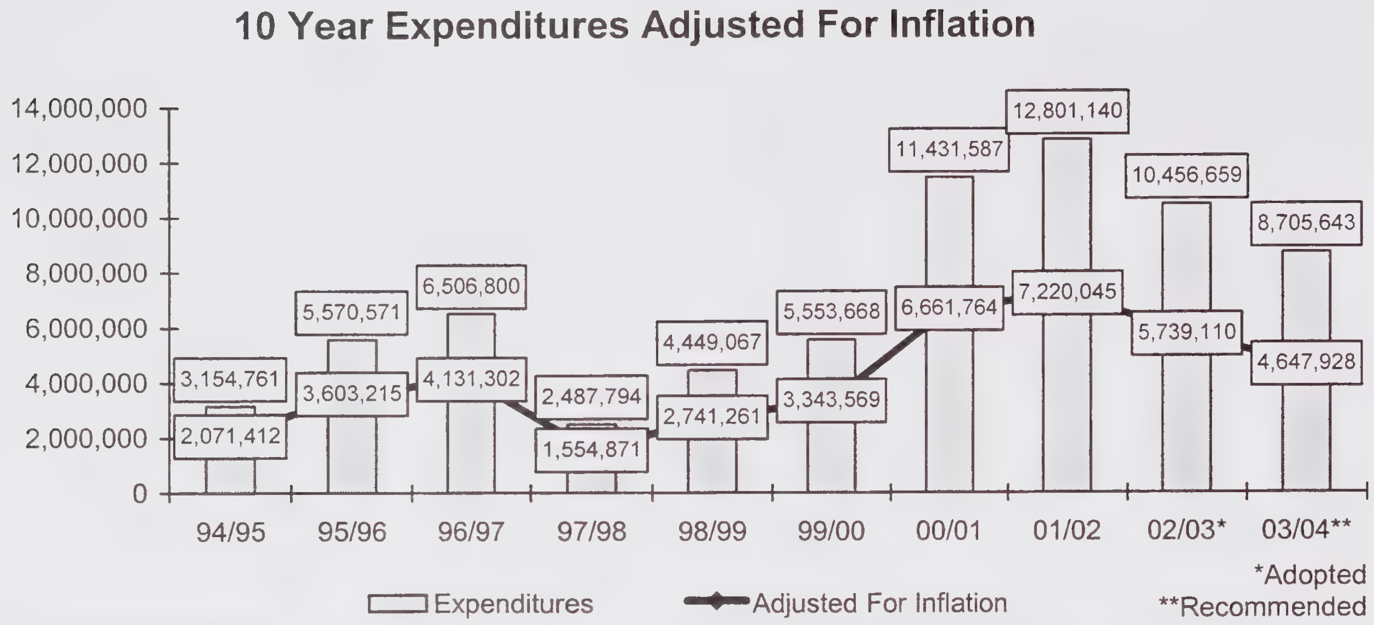
PURPOSE STATEMENT

To provide General Fund support to "Other Funds" to help finance their operations. This budget unit is also the receiving budget for overhead charged to General Fund budgets.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	0	0	0	0
Other Charges	12,801,140	12,842,422	8,465,447	8,705,643	8,705,643
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 12,801,140	$ 12,842,422	$ 8,465,447	$ 8,705,643	$ 8,705,643
Less Intrafund Transfers	6,721,949	9,107,648	10,419,984	10,419,984	10,419,984
**Net Expenditures	$ 6,079,191	$ 3,734,774	$ (1,954,537)	$ (1,714,341)	$ (1,714,341)
Revenues	533,790	2,105,302	2,548,627	2,548,627	2,548,627
General Fund Support (G.F.S.)	$ 5,545,401	$ 1,629,472	$ (4,503,164)	$ (4,262,968)	$ (4,262,968)

Source of Funds





SERVICE PROGRAMS

Intrafund Transfers-Overhead

This service program receives funds from various General Fund departments for countywide overhead charges.
Total Expenditures: ($10,419,984) Total Staffing (FTE): 0

Internal Loans

The Department of Social Services received an internal loan to purchase computer equipment.
Total Expenditures: ($240,196) Total Staffing (FTE): 0

Library

Budget Unit 4000 (Fund 26), receives a General Fund contribution to pay for the Library Director's salary, as required by law, and any other General Fund contributions adopted by the Board of Supervisors.
Total Expenditures: $414,056 Total Staffing (FTE): 0

Parks and Recreation

Budget Unit 4125 (Fund 5) receives a General Fund contribution to help maintain the parks and recreation facilities within the County's unincorporated areas.
Total Expenditures: $2,441,141 Total Staffing (FTE): 0

Roads

Budget Unit 2920 (Fund 2), receives a General Fund contribution to help maintain the countywide roads program.
Total Expenditures: $4,300,000 Total Staffing (FTE): 0

Capital Projects

Budget Unit 2207 (Fund 3) receives a General Fund contribution to help pay for acquiring and constructing County buildings.
Total Expenditures: $500,000 Total Staffing (FTE): 0

Debt Service Fund

Budget Unit 4901 (Fund 1904) receives a General Fund contribution to help offset the debt service payment for the new Government Center.
Total Expenditures: $460,250 Total Staffing (FTE): 0

Organizational Effectiveness

Budget Unit 2081 (Fund 20) receives a General Fund contribution to support efforts to continuously improve the effectiveness of county government and provide countywide training activities.

Total Expenditures: $350,000 Total Staffing (FTE): 0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This budget unit contains all recommended General Fund contributions to "Other Funds" with the exception of the Medical Services Department. That contribution is contained in Budget Unit 3280 – Medical Assistance Program. This budget unit also contains all countywide overhead charges paid by various County departments and other agencies.

General Fund Contributions to "Other Funds"

The recommended contribution to Other Funds is approximately $8.7 million, almost $1.8 million lower than the current year. The recommendation is lower because last year the General Fund ended the year with more fund balance than was anticipated and $2 million was added to the Capital Projects reserve and $1 million was added to the Organizational Effectiveness reserves. This increased the budget over and above the normal General Fund contributions to Other Funds. The recommended contributions for 03-04 include:

- $4.3 million to the Road Fund, the same as in the current year budget.
- $2,441,141 to the Parks Fund, the same as the current year budget.
- $500,000 to the Capital Projects Fund, to help offset needed projects.
- $460,250 to the Debt Service Fund to help offset the debt payments for the new government center.
- $414,056 to the Library Fund, which is about $39,000 higher than the current year. This funding represents reimbursement for the Library Director's salary, which the County is required to pay, as well as continuation of additional staff hired several years ago to increase operating hours at various branches.
- $350,000 to the Organizational Effectiveness Fund, which is lower than the current year by $650,000. As explained above, reserves were increased in the current year, increasing the operational budget.
- $240,196 to the Department of Social Services for an internal loan to purchase computer equipment.

Countywide Overhead Charges

This budget reflects all of the countywide overhead charges paid by various County departments as well as other agencies. The total revenue and intrafund transfers is recommended at approximately $13 million, an increase of about $1.9 million over the current year. Overhead continues to grow as departments grow and expand service levels.

BOARD ADOPTED CHANGES

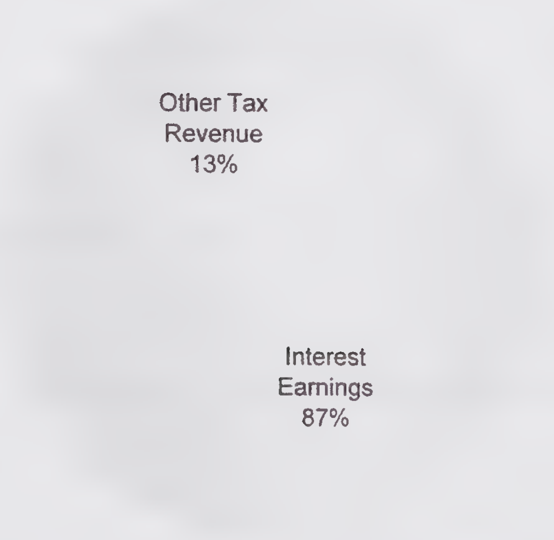
None.

PURPOSE

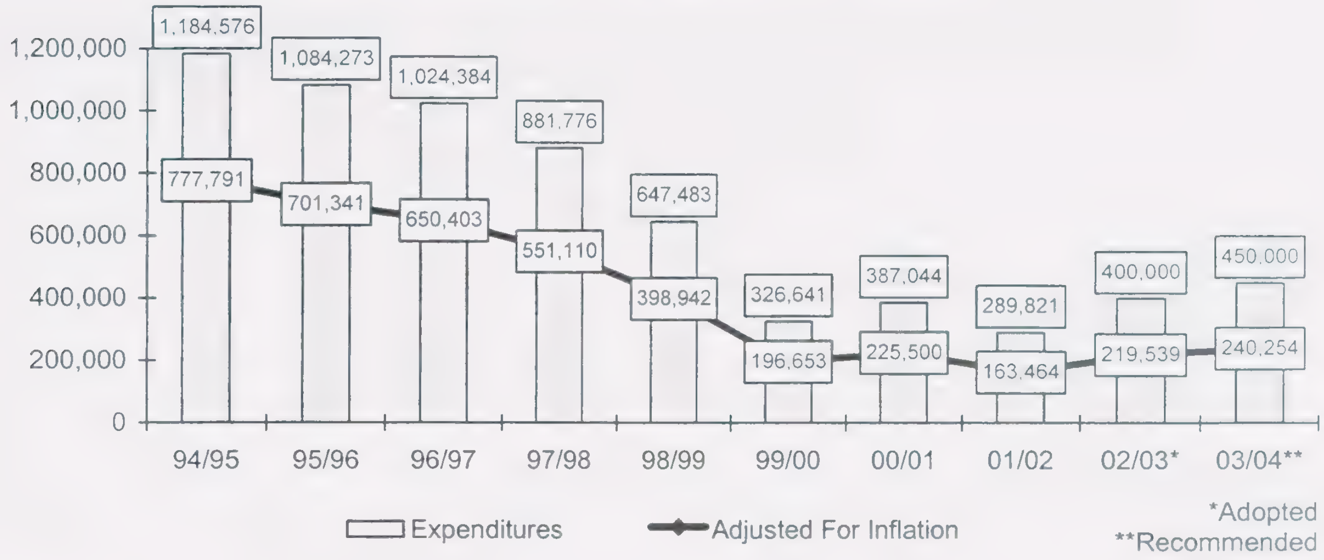
To alleviate temporary operating cash deficits occurring during the first six months of the fiscal year.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	60,000	60,000	60,000	60,000	60,000
Other Charges	229,821	234,965	390,000	390,000	390,000
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 289,821	$ 294,965	$ 450,000	$ 450,000	$ 450,000
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 289,821	$ 294,965	$ 450,000	$ 450,000	$ 450,000
Revenues	438,512	974,979	450,000	450,000	450,000
General Fund Support (G.F.S.)	$ (148,691)	$ (680,014)	$ 0	$ 0	$ 0

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Debt Issuance and Servicing

Includes cost of preparing a Tax Revenue Anticipation Note issue and provides a separate accounting for funds received from the proceeds of the note. Debt servicing facilitates the payback of the note, including the accumulation of interest earnings and processing interest payments.

Total Expenditures: $450,000 Total Staffing (FTE): 0.0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Tax and Revenue Anticipation Notes (TRANs) are a short-term loan intended to alleviate temporary cash deficits occurring during the first six months of the fiscal year. A spread between taxable and non-taxable short-term rates allows the County to issue a TRAN at no net cost to the local taxpayers. Given the fact that interest rates are at historic lows it may not be as beneficial to issue a TRAN as in the past. Staff is recommending that this budget unit be left in place for 2003/04 in case circumstances change and the need arises to issue a TRAN later in the fiscal year. As this is a zero net cost budget unit, keeping it in place will have no affect on the overall budget.

BOARD ADOPTED CHANGES

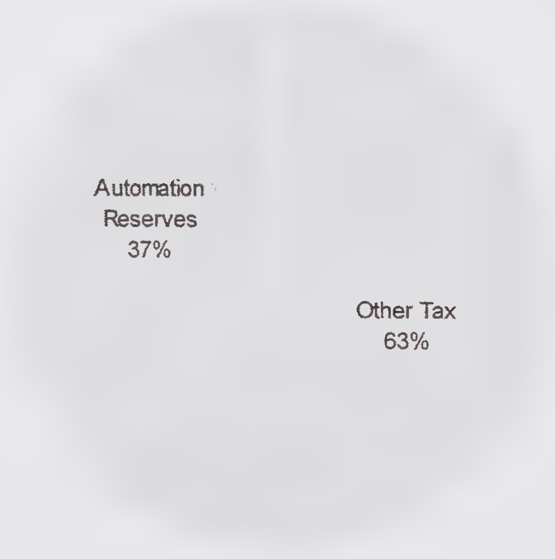
None.

MISSION STATEMENT

To implement a new enterprise financial system that will enhance the ability of the County to provide comprehensive financial information to the pubic and other stakeholders in a timely manner.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	0	16,156,040	15,447,599	15,447,599
Other Charges	0	0	0	0	0
Fixed Assets	0	0	250,000	250,000	250,000
**Gross Expenditures	$ 0	$ 0	$ 16,406,040	$ 15,697,599	$ 15,697,599
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 0	$ 0	$ 16,406,040	$ 15,697,599	$ 15,697,599
Revenues	0	0	9,847,644	9,847,644	9,847,644
General Fund Support (G.F.S.)	$ 0	$ 0	$ 6,558,396	$ 5,849,955	$ 5,849,955

Source of Funds



RECOMMENDED BUDGET AUGMENTATION REQUESTS AND RELATED RESULTS

Unit /Amount	Description	Results
New Enterprise Financial System Gross Costs: $15,697,599 General Fund Support: $9,847,644	Provides funding for the new Enterprise Financial System (EFS), which will replace the current financial human resource computer system that is 28 year old.	To take advantage of new technologies such as e-procurement, automated workflow, internet capabilities and customer relations management that would allow the County to improve its services to citizens, business and employees. Provide decision useful information by users by linking activities or programs with costs and performance measures. Integration across financial functions would improve reporting capabilities as well as eliminating duplication of effort that occurs within departments. According to the Governmental Finance Officers Association (GFOA), the cost-benefit analysis showed workforce productivity would increase from 1 to 3% for staff who use the system daily and the payback period from 4 to 8 years.

DEPARTMENT COMMENTS

This is a request to establish a budget unit for the new Enterprise Financial System (EFS), which will replace the current financial human resource systems. This budget unit will account for all of the costs associated with the installation and implementation of the new system including software, hardware, consulting, training, facilities for the project team and County staff time. A project team will be comprised of software implementers and existing County staff that will be dedicated full time to the system implementation. Additional staff will be hired to backfill for those County employees assigned to the project. The new positions will be filled at a lower level and will be retained throughout the course of the estimated 24 to 30 months implementation period.

Justification for an EFS project and associated staffing was developed through a Countywide needs assessment prepared by the Governmental Finance Officers (GFOA) consulting group. GFOA was asked to evaluate the County's current financial systems to determine their usefulness and efficiency and whether or not those systems need to be replaced. The GFOA found the existing system financial system is woefully inadequate in meeting the needs of its users, its 28-year-old technology is outdated and costly to maintain and the system has limited ability to respond to change. The GFOA recommended a new fully integrated enterprise financial system to replace our current accounting and payroll systems. The needs assessment and GFOA's recommendation was then reviewed by the Gartner Group, who was working with the County at the time to develop a technology strategic plan. The Gartner Group concurred with the GFOA's finding and included the project as part of the County's strategic plan. The overall plan was later approved by the Information Technology Executive Steering Committee and adopted by the Board of Supervisors.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This is a new budget unit for the new Enterprise Financial System (EFS) Project. The EFS will replace the current financial human resource system that is 28 years old. The implementation period is expected to run between 24 to 30 months. The recommended budget of approximately $15.7 million represents the total project costs for the 24-30 month timeframe and includes, but is not limited to; staffing, hardware, software, licensing fees, training and consulting services. Funds to pay for the project are recommended to come from two sources; automation replacement reserves ($5.9 million) and Teeter proceeds ($9.8 million).

A project team will be comprised of software implementers and existing County staff that will be dedicated fulltime to the system implementation. Additional staff will be hired to backfill for those County employees assigned to the project. The new positions will be filled at a lower level and will be retained throughout the course of the estimated 24 to 30 months implementation period. Thirteen existing positions will be assigned to this project; five positions from the Auditor-Controller Department, six programmer positions from the Information Technology Department, one position from Personnel, one position from Public Works.

Professional services, including licensing fees, implementation services, quality assurance, hardware and software are recommended at approximately $11 million over the implementation period. Currently, requests for Proposals have been issued for software and implementation services. Depending on the services selected by the EFS Steering Committee, these costs may be lower. A contract for these services will be brought to the Board of Supervisors for consideration after the start of the new fiscal year.

BOARD ADOPTED CHANGES

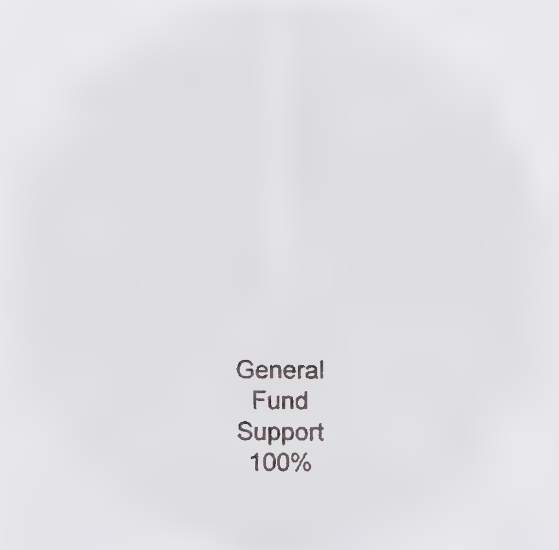
None.

PURPOSE

To provide replacement funding for large scale automation and information needs of all County departments to enhance the performance and productivity of public services.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	0	0	1,500,000	1,500,000
Other Charges	424,318	793,664	0	0	0
Fixed Assets	1,247,709	838,595	1,139,270	1,139,270	1,139,270
**Gross Expenditures	$ 1,672,027	$ 1,632,259	$ 1,139,270	$ 2,639,270	$ 2,639,270
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 1,672,027	$ 1,632,259	$ 1,139,270	$ 2,639,270	$ 2,639,270
Revenues	1,920,188	1,590,254	833,865	833,865	833,865
General Fund Support (G.F.S.)	$ (248,161)	$ 42,005	$ 305,405	$ 1,805,405	$ 1,805,405

Source of Funds



SERVICE PROGRAMS

Countywide Automation Replacement

Provides for the replacement of necessary automation equipment which allows for the continuation of essential county services as identified and approved by the Board of Supervisors.

Total Expenditures: $2,639,270 Total FTE: 0.0

RECOMMENDED BUDGET AUGMENTATION REQUESTS AND RELATED RESULTS

Unit /Amount	Description	Results
Voice Mail System Replacement Gross Cost: $300,000 General Fund Support: $300,000	Replace current, unreliable and outdated voicemail system. There is currently no room for expansion on the current system and breakdowns are common.	Provide for expansion and reliability. Provide a more user-friendly modern solution that may integrate with e-mail.
Integrated Document Management System Gross Cost: $1.5 million General Fund Support: $1.5 million	This project consists of countywide technologies including records management, electronic forms, workflow, electronic imaging and information storage and retrieval.	Improved Customer Service through faster response time to inquiries; Preservation and protection of vital and historic records; Centralized information; Efficient method for public to access digital information and interact with County Departments Reduced hours of file and retrieval staff activities

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund and budget unit addresses the replacement of large-scale automation equipment as identified by the Information Technology Department. This fund is not meant for the replacement of personal computers. Replacement of personal computers is budgeted in individual departments. Funds to support this budget unit are recommended to come from the General Fund through department overhead charges.

Commuter replacement include a variety of mainframe and network computer fixed assets, including replacement servers, an upgrade to the Uninterruptible Power Supply Unit and a variety of switches and other appliances to maintain the County's computer systems. A replacement voicemail system is also recommended as described in the budget augmentation request above.

Additionally, $1.5 million is recommended for the Integrated Document Management System identified and approved by the Board in the Technology Strategic Plan. This project consists of countywide technologies including records management, electronic forms, workflow, electronic imaging and information storage and retrieval. Funds for this project are from automation replacement reserves specifically set aside for these types of projects. This brings the automation replacement reserve level to approximately $2.3 million.

BOARD ADOPTED CHANGES

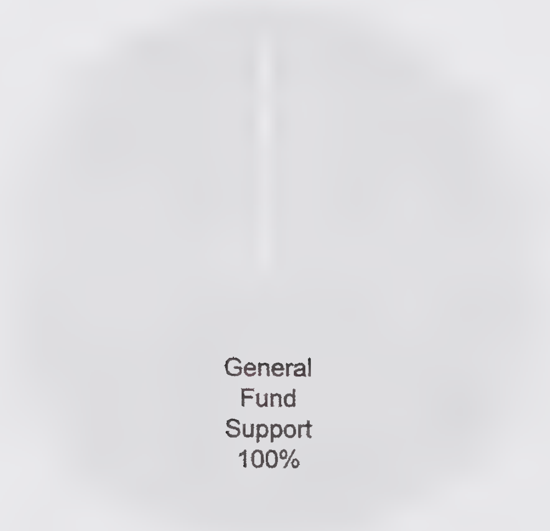
None.

PURPOSE

To establish a fund for the replacement of the County's general government buildings. These funds will be expended based on the needs identified in the County's Facilities Master Plan. The amount of money placed into the fund annually is based upon building replacement costs identified in the County's Cost Allocation Plan.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 0	$ 0	$ 0	$ 0	$ 0
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	807,990	945,206	746,519	746,519	832,059
Total Financing Requirements	$ 807,990	$ 945,206	$ 746,519	$ 746,519	$ 832,059
Revenues	$ 926,812	$ 911,924	$ 746,519	$ 746,519	$ 746,519
Fund Balance Available	0	118,822	0	0	85,540
Cancelled Reserves	(1)	0	0	0	0
Total Financing Sources	$ 926,811	$ 1,030,746	$ 746,519	$ 746,519	$ 832,059

Source of Funds



SERVICE PROGRAMS

Building Replacement

Funding of general government building as identified in the Countywide Facilities Masterplan.

Total Expenditures: $746,519 Total Staffing (FTE): 0.0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The fund supports the Board's commitment to strategic long term planning as identified in the County's Countywide Facilities Master Plan. It is recommended that the funds for this year be placed into reserves for future projects. The amount of funds set aside in the reserve is recommended based upon the annual depreciation of County buildings as identified in the Cost Allocation Plan. We expect that the amount will be in the range of $700,000 to $1 million per year. The amount accumulated will not be adequate to support the cost of futures building projects identified in the facilities plan (estimated to coast between $80 - $110 billion), but is a start in setting aside needed funds for that purpose.

The addition of the recommended funding brings the reserve total to approximately $5.1 million.

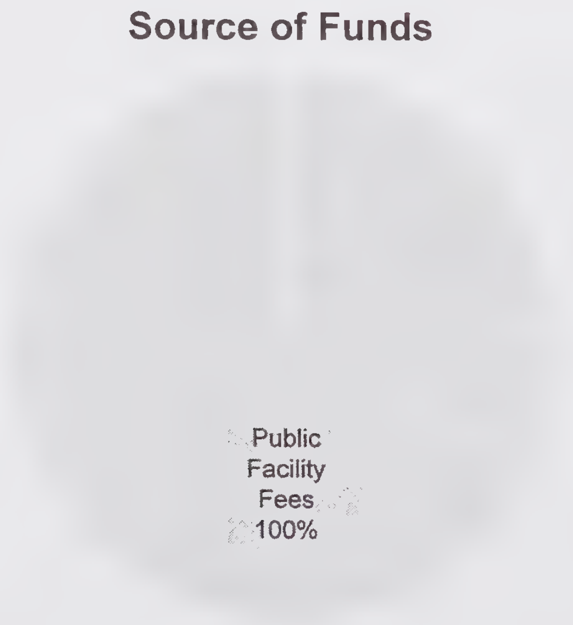
BOARD ADOPTED CHANGES

The fund balance at the close of the fiscal year was $85,540. This was placed into reserves.

PURPOSE

The purpose of the program is to finance, through development fees, public facilities and improvements for fire, sheriff's patrol, libraries, parks and general government in order to reduce the impacts caused by new development projects within the unincorporated area of the County. The Public Facility Fee Program was established in 1991 (Library in 1996).

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	5,045	0	0	0
Other Charges	4,296,827	1,121,145	1,203,200	1,203,200	1,203,200
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 4,296,827	$ 1,126,190	$ 1,203,200	$ 1,203,200	$ 1,203,200
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	11,240,761	13,436,533	1,546,800	1,546,800	1,546,800
Total Financing Requirements	$ 15,537,588	$ 14,562,723	$ 2,750,000	$ 2,750,000	$ 2,750,000
Revenues	$ 14,157,759	$ 3,586,615	$ 2,750,000	$ 2,750,000	$ 2,750,000
Fund Balance Available	0	0	0	0	0
Cancelled Reserves	1,379,830	11,011,108	0	0	0
Total Financing Sources	$ 15,537,589	$ 14,597,723	$ 2,750,000	$ 2,750,000	$ 2,750,000


Source of Funds

SERVICE PROGRAMS

Public Facilities

Funding for new facilities for fire, sheriff patrol, libraries, parks and general government to provide County services to meet increasing demands in the unincorporated areas of the County.

Total Expenditures: $1,203,300 Total Staffing (FTE): 0.0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund and budget unit tracks the revenue and expenditures of Public Facility Fees. The Board of Supervisors established the Public Facility Fee Program in 1991. Library fees were established in 1996. Since that time, public facility fees have been collected and placed in a trust and have been used to fund facilities in the unincorporated areas of the County.

The recommended budget reflects the expenditure of approximately $1.2 million for a variety of projects. They include four Park projects and a payment to Budget Unit 4901 - Debt Service to help pay a portion of the debt service for the New Government Center project. Details of the Park's projects can be found in the Capital Projects section of this budget (green pages). In addition, approximately $1.5 million is recommended to be placed into reserves for future projects.

Recommended fee revenue of $2,750,000 is 3% or $85,000 higher than last year's budget amount.

BOARD ADOPTED CHANGES

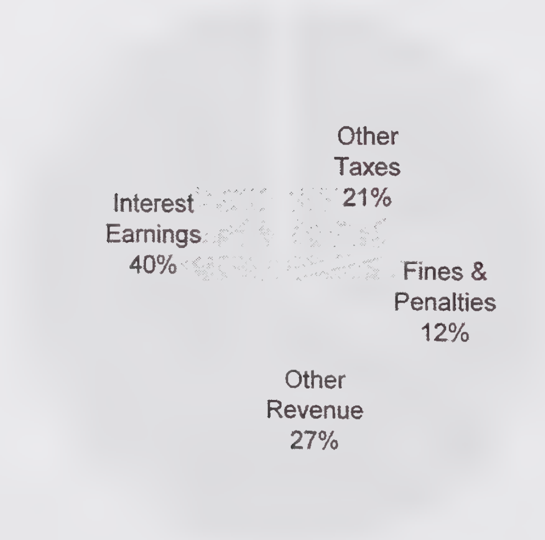
None.

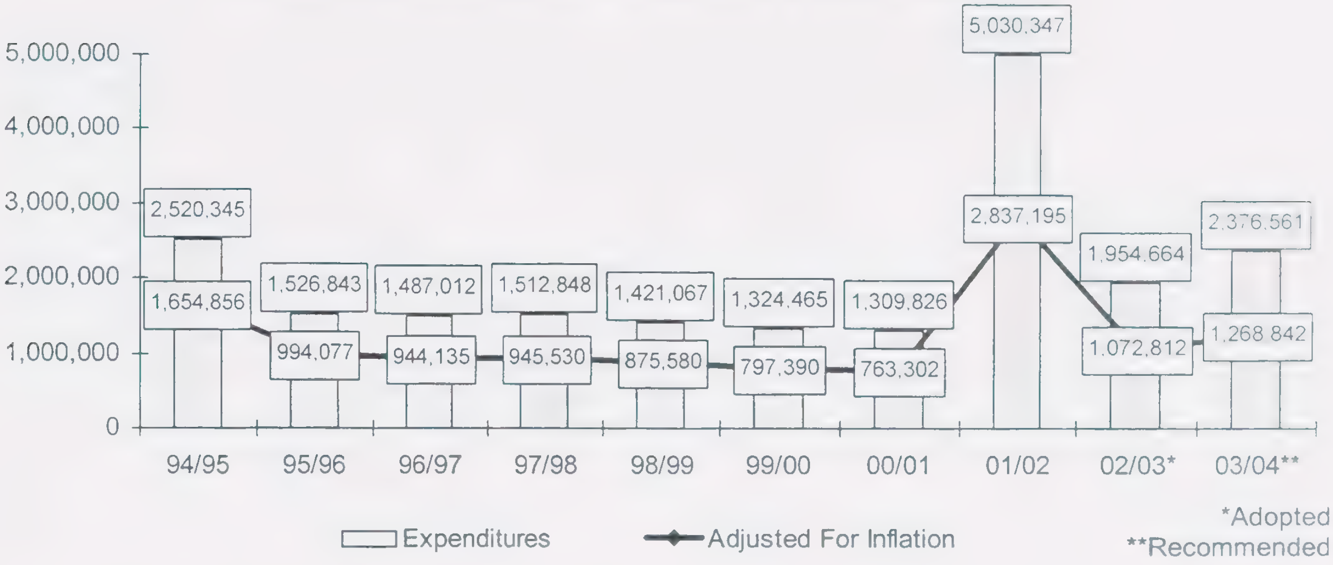
PURPOSE

To provide for the payment of interest and principal associated with the County's long term debt based upon Board of Supervisor budget policies. Recommendations for debt financing of major projects will include a cost benefit analysis of available options and funding alternatives. Every attempt will be made to provide for debt service through dedicated revenues that can be maintained over the life of any debt, before the General Fund is accessed for such a purpose.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	5,025,437	0	2,369,561	2,369,561	2,369,561
Other Charges	4,910	1,240,129	7,000	7,000	7,000
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 5,030,347	$ 1,240,129	$ 2,376,561	$ 2,376,561	$ 2,376,561
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	438,634	0	0	0	0
Total Financing Requirements	$ 5,468,981	$ 1,240,129	$ 2,376,561	$ 2,376,561	$ 2,376,561
Revenues	$ 4,683,829	$ 1,240,130	$ 2,376,561	$ 2,376,561	$ 2,376,561
Fund Balance Available	18,436	0	0	0	0
Cancelled Reserves	2,023,920	0	0	0	0
Total Financing Sources	$ 6,726,185	$ 1,240,130	$ 2,376,561	$ 2,376,561	$ 2,376,561

Source of Funds





10 Year Expenditures Adjusted For Inflation

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This budget unit summarizes the long-term debt service obligations of the County excluding Board governed Special Districts. The recommended budget is substantially higher from what was adopted in the 2002/03 budget.

This budget includes principal and interest payments for 1) a Certificate of Participation (COP) issued in 1994 to pay for new social services and criminal justice facilities as well as improvements to the Morro Bay Golf Course irrigation system. Funding sources for this debt includes the Criminal Justice Construction Fund, the Golf Course Enterprise Fund, and State/Federal Funds received by the Department of Social Services. No General Fund money is required; and 2) a COP issued in 2002 for the new County Government Center. Funding sources for this debt includes Public Facility Fee revenue, and a transfer from the General Fund and Tax Loss Reserve Fund.

Debt service payments for the two COPs are approximately $2.4 million. These payments represent less than 1% of the County's General Fund operational expenses.

Information on a $10.2 million COP to build the Dairy Creek Golf Course, approved by your Board in 1995, is included in the Golf Course Enterprise Fund (Budget Unit 4161).

The long term debt described above has received the highest ratings from both Standard and Poor's Rating Service and Moody's Investors Service. These services rate the creditworthiness of debt obligations.

Debt financing for capital improvement projects is recommended based upon adherence to Board budget policies and review by the County's Debt Advisory Committee. In 1991-92, the Board of Supervisors established a formal Debt Advisory Committee to review debt matters and make recommendations to the Board. The three member Debt Advisory Committee is made up of the Auditor-Controller, Treasurer-Tax Collector and the County Administrator.

BOARD ADOPTED CHANGES

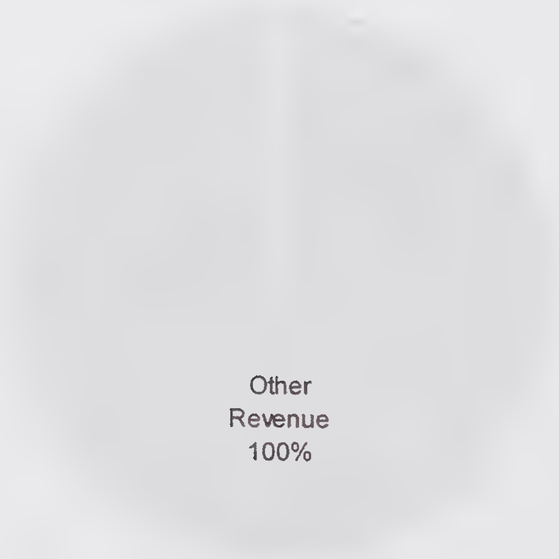
None.

PURPOSE

To provide for the refinancing of existing unfunded pension obligations of the Pension Trust resulting in annual savings.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	0	0	0	0
Other Charges	0	0	2,600,000	2,600,000	2,600,000
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 0	$ 0	$ 2,600,000	$ 2,600,000	$ 2,600,000
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	0	0	1,500,000	1,500,000	1,500,000
Total Financing Requirements	$ 0	$ 0	$ 4,100,000	$ 4,100,000	$ 4,100,000
Revenues	$ 0	$ 0	$ 4,100,000	$ 4,100,000	$ 4,100,000
Fund Balance Available	0	0	0	0	0
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	$ 0	$ 0	$ 4,100,000	$ 4,100,000	$ 4,100,000

Source of Funds



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This is a new budget unit to reflect the debt service payment for Pension Obligation Bonds.

The Pension Trust is an independent trust for the employees of San Luis Obispo County, which oversees the County retirement system. The County and all permanent employees contribute to the Pension Trust, which is responsible for investing the contributions and funding the pension obligations to retired employees.

Current contributions to the system are based on actuarial assumptions for a fixed set of benefits. Anytime the benefits are enhanced an "unfunded liability" is created. An amortization schedule is developed to fund that liability and the contributions are increased to reflect that schedule. The County currently has an accumulated unfunded liability of about $100 million, which is to be amortized over some 37 years. Pension Obligations Bonds (POBs) are a means to "refinance" the existing unfunded obligations of a pension fund at a lower rate of interest. The current interest rate environment offers a significant savings opportunity.

The Board of Supervisors approved the use of Pension Obligation Bonds in fiscal year 2002-03. The bonds will be amortized over a 30-year period, reducing the current amortization period by seven years, and creating an annual savings of over $1 million for the next 30 years.

County of San Luis Obispo

Capital & Maintenance Projects

Capital Projects

Maintenance Projects

Capital Improvement Program

The fiscal Year 2003-2004 Capital improvement Program document is divided into the following sections:

- What is a Capital improvement Program?
- Facilities Master Plan
- Funding Sources
- FY 2003-2004 Recommended Capital Projects
- FY 2003-2004 Recommended Maintenance Projects

What is a Capital Improvement Program?

The Capital Improvement Program (CIP) is a planning, budgetary and prioritizing tool which reflects the County's infrastructure needs (via a list of capital projects). This year the recommended plan includes two components:

1. An annual capital projects list that provides funding for facilities and maintenance projects costing more than $25,000. Funds budgeted for a specific project remain allocated until project completion. This list is balanced, ie, revenues match expenditures. Additionally, project budgets are reviewed annually and, if needed, funding may be adjusted.

2. An annual maintenance list that provides funding for facility repairs and renovations generally costing less than $25,000. This list is also balanced, meaning that, there are sufficient revenues to match the recommended expenditures.

Countywide Facilities Master Plan

In April of 1999, the Board of Supervisors adopted a Countywide Facilities Master Plan. The goals of the plan are to:

- Assist the County in making choices about how to best to use the facilities and land it owns throughout the county.

- Develop an overall facility development strategy for the next five to ten years. The Master Plan recommendations included:

- Retaining most of the building inventory (with remodels and upgrading of aging facilities) and adding additional facilities to meet the service needs of an increasing population base.

- Developing regional service centers in the North County, North Coast and the South County.

- Constructing a new general government center with all administrative and internal departments collocated in a single building.

- The Courts occupying their current Government Center and Courthouse annex locations and other justice-based departments will occupy the remainder of the Government Center, Courthouse Annex and eventually the Courthouse.

In developing and recommending the capital program, staff utilized the Board of Supervisors capital project policies, the Facilities Master Plan and department requests. As part of the process a number of goals were established to guide the outcome of the process. The goals are listed below:

- Patterns of work between departments will be more collaborative.
- An emphasis on internal teamwork and communication.
- A mix of centralized and regional services.
- Public access to government will improve.
- Technology will be incorporated into new facilities.
- Workplace quality will improve.

Funding Sources

The Capital Improvement Program budget includes a variety of funding sources that are used both for the direct funding of projects and as a source of debt service. This section will describe each of the major revenue sources.

Grants

Funds received from private or government agencies to carry out specific projects. Many of the grants are competitive between other counties. Grant applications are submitted and considered on their merits.

State and Federal

Many of the services provided by the County are mandated and supported by state and federal funds. Reimbursement for capital expenditures in connection with state mandated programs is sometimes available.

Property Tax (Teeter funds)

The General Fund may transfer funds to the Capital Projects Fund to support general government facility projects.

Reserves

Reserves represent money that has been set aside for a particular purpose. Within the capital project fund there are a number of reserve funds, such as the Facilities Planning Reserve and Americans with Disability Act (ADA) Reserves to fund mandatory ADA improvements to facilities.

Impact Fees (Public Facility Fees)

Impact fees are assessed in the County for new construction to meet infrastructure needs created by new development. The county assesses impact fees for libraries, parks, fire services, sheriff patrol services, and general government services.

Interest

Interest earned on the cash balances of the Capital Improvement Fund is projected and budgeted as a revenue in the fund. In FY 2003-2004, interest earnings are recommended at $289,300 for capital construction.

Fund Balance

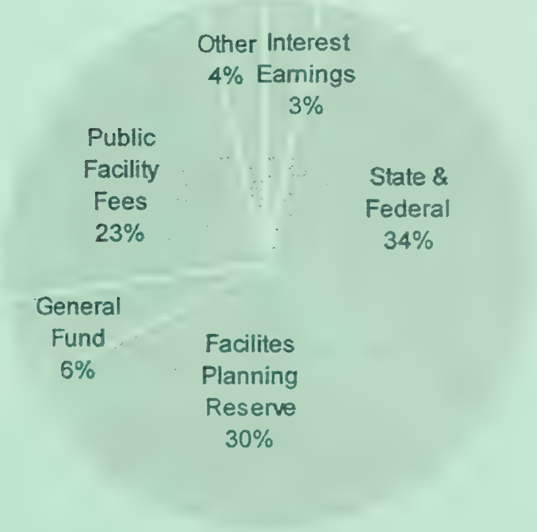
Fund balance represents unexpended monies from the prior year which may be allocated to projects.

PURPOSE

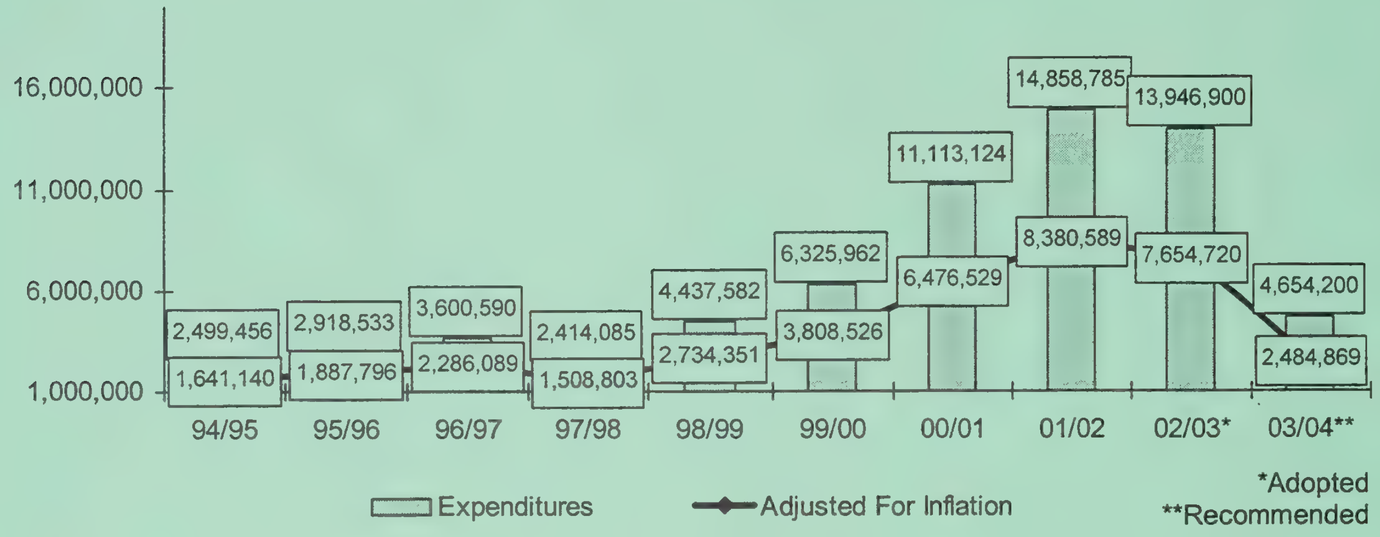
The Capital Projects budget provides funds for acquiring and constructing buildings, structures and improvements to facilities, which cost more than $25,000. Projects under $25,000 are generally classified as maintenance projects and are found in Budget Unit 2208, Maintenance Projects. Policies governing the development and selection of Capital Improvement Projects are set forth in the Budget Policies and Goals approved by the Board each year.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	20,575	28	0	0	0
Other Charges	0	3,338,310	0	0	0
Fixed Assets	14,838,210	14,723,935	66,884,700	4,654,200	4,654,200
Gross Expenditures	$ 14,858,785	$ 18,062,273	$ 66,884,700	$ 4,654,200	$ 4,654,200
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	1,092,932	1,654,223	0	0	14,662
Total Financing Requirements	$ 15,951,717	$ 19,716,496	$ 66,884,700	$ 4,654,200	$ 4,668,862
Revenues	$ 13,519,604	$ 25,217,102	$ 11,443,800	$ 1,965,700	$ 1,965,700
Fund Balance Available	14,592,932	511,223	0	0	14,662
Cancelled Reserves	4,855,429	75,000	0	2,688,500	2,688,500
Total Financing Sources	$ 32,967,965	$ 25,803,325	$ 11,443,800	$ 4,654,200	$ 4,668,862

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Capital Projects

Funding of Board adopted capital projects in conformance with established policies.

Total Expenditures: $4,654,200 Total Staffing (FTE): 0

Staffing for Capital Projects is reflected in Budget Unit 2180 - General Services

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The capital project recommendations are based upon the guidance contained in the Board of Supervisors' budget policies. Board policy directs staff to prioritize projects based upon a certain set of criteria, for example, projects that are legally mandated or needed to improve health or safety conditions receive the highest priority. Projects that are 100% revenue offset or have their own funding source, such as Parks and Airports, are evaluated separately.

The recommended budget is just over $9,000,000. Of that amount $4.6 million is budgeted in Fund 3, Capital Projects and, $4 million is budgeted in Fund 4 Airports for Airport projects.

The largest projects are a remodel of the Juvenile Services Center to address safety and ADA concerns, a new San Luis Obispo Regional Airport Fire Station and the relocation of the San Luis Obispo Family Clinic from a leased facility to the soon to be vacated General Hospital.

The recommended projects for FY 03-04 are listed and described on the following pages.

BOARD ADOPTED CHANGES

After the budget hearings the Auditor re-classed some Capital Projects as Maintenance Projects and vice-versa. This was done in order to better meet accounting standards. As a result, the Capital and Maintenance Projects listed in the 03-04 Final Budget vary from the listings in the 03-04 Proposed Budget. Please note that this did not result in any fiscal impact to the County.

CAPITAL PROJECTS RECOMMENDED FOR FUNDING

REF NO.	PROJ NO.	PROJECT DESCRIPTION	ORIGINAL YEAR FUNDED	ESTIMATED TOTAL COST	CUMULATIVE APPROVED FUNDING	BALANCE OF AVAILABLE FUNDING	2003-04 FUNDING TO BE APPROPRIATED	PREV YR BAL TO BE ENCUMBERED	2003-04 REVENUE OFFSET	REVENUE SOURCE/GRANT
		GENERAL GOVERNMENT - FUND 003 (B.U. 2207)								
1	5381	Gov't Center - Install Cogeneration System	01/02	2,506,000	2,506,000	267,281		267,281		$500,000 Energy Rebate
2	5351	Paso Robles - Replace Ag Commissioner Modular	01/02	364,800	364,800	344,374		344,374		
3	5769	Pozo - Install Black Mtn. Radio Tower Fencing	03/04	37,300	37,300	37,300	37,300	0		
4	5302	SLO - Construct New General Government Facility	99/00	40,195,000	39,652,000	24,762,281		24,762,281		Teeter/Building Designation/Financing
		Total - General Government		43,103,100	42,560,100	25,411,236	37,300	25,373,936	0	
		HEALTH AND SOCIAL SERVICES - FUND 003 (B.U. 2207)								
5	5348	Health - SLO - Upgrade Health Emergency Generator	01/02	98,034	98,034	349		349		Tobacco Tax
6	5740	Health - SLO - Relocate Bishop Clinic	03/04	1,015,000	912,000	912,000	912,000	0	912,000	Facilities Planning Reserve
7	5741	Health - SLO- Master Plan for Health Campus	03/04	100,000	100,000	100,000	100,000	0		
		Total - Health and Social Services		1,213,034	1,110,034	1,012,349	1,012,000	349	912,000	
		LIBRARY - FUND 003 (B.U. 2207)								
8	5395	Los Osos - Expand South Bay Library	98/99	854,400	854,400	626,111		626,111		B.U. 4000 - Library
9	5253	Templeton - Relocate Library	00/01	50,000	50,000	43,409		43,409		Public Facilities Fees - Library
		Total - Library		904,400	904,400	669,520	0	669,520	0	
		PUBLIC SAFETY - FUND 003 (B.U. 2207)								
10	5374	Animal Svcs - Co. Op. Center - Construct Addition	00/01	203,700	203,700	28,068		28,068		Facilities Planning Designation
11	5349	CDF/Co. Fire - Construct Carrizo Plain Firestation	01/02	529,700	529,700	492,767		492,767		Public Facilities Fees - Fire
12	5310	CDF/Co. Fire - Cerro Alto - Improve Morro/Toro Sta.	99/00	185,800	185,800	40,260		40,260		Public Facilities Fees - Fire
13	5294	CDF/Co. Fire - SLO - Edna Valley Sta. Improvements	98/99	140,000	140,000	0		0		Public Facilities Fees - Fire
14	5293	Courts - Gov't Center - Expand Holding Cells	98/99	1,481,600	1,481,600	1,435,166		1,435,166		Courthouse Construction Fund
15	5350	Courts - Gov't Center - Courtroom ADA Remediation	95/96	195,600	195,600	181,003		181,003		Courthouse Construction Fund
16	5271	Courts - Paso Robles - New Facilities. Phase I	01/02	7,849,200	7,849,200	7,696,577		7,696,577		Courthouse Construction Fund
17	5702	Probation - Co. Op. Center - Expand JSC Ph. 1	03/04	1,865,000	1,865,000	1,865,000	1,865,000	0	1,776,500	$1,776,500 Facilities Planning Reserve
18	5701	Probation - SLO - Install Parking Lot Lighting	03/04	42,500	42,500	42,500	42,500	0		
19	5398	Sheriff - Co. Op. Center - Construct Storage Building	00/01	605,555	605,555	565,542		565,542		SCAAP Funds
20	5320	Sheriff - Co. Op. Center - Expand Women's Jail, Ph. I	99/00	694,000	694,000	562,643		562,643		
21	5278	Sheriff - Co. Op. Center - Replace Cell Door Operators	01/02	504,200	504,200	261,655		261,655		
22	5751	Sheriff - Co. Op. Center - Install Bullet Containment Trap	03/04	111,000	111,000	111,000	111,000	0	111,000	Federal Grant
23	5366	Sheriff - North County - Construct Sheriff Substation	01/02	1,901,500	1,901,500	1,879,714	500,000	1,379,714		PFF - Law Enforcement/ Gen Fund 500K
		Total - Public Safety		16,309,355	16,309,355	15,161,895	2,518,500	12,643,395	1,887,500	
		PUBLIC WORKS - FUND 003 (B.U. 2207)								
		Total - Public Works		0	0	0	0	0	0	

CAPITAL PROJECTS RECOMMENDED FOR FUNDING

REF NO.	PROJ NO.	PROJECT DESCRIPTION	ORIGINAL YEAR FUNDED	ESTIMATED TOTAL COST	CUMULATIVE APPROVED FUNDING	BALANCE OF AVAILABLE FUNDING	2003-04 FUNDING TO BE APPROPRIATED	PREV YR BAL TO BE ENCUMBERED	2003-04 REVENUE OFFSET	REVENUE SOURCE/GRANT
		AIRPORTS - FUND 003 (B.U. 2207)								
24	5203	SLO Airport & CDF/CDF Station#21-Demo & Temp	02/03*	250,000	250,000	370,618	250,000	120,618	250,000	$129,382 CIP savings +$120,618 PFF-Fire
		Total - Airports		250,000	250,000	370,618	250,000	120,618	250,000	
		PARKS - FUND 003 (B.U. 2207)								
25	5244	Atascadero - Install Heilmann Park Playground Equip.	02/03	175,000	175,000	156,043		156,043		Public Facilities Fees - Parks
26	5223	Atascadero - Upgrade Chalk Mt Golf Course Irrigation	00/01	80,000	80,000	80,000		80,000		Golf Courses - B.U. 4161
27	5247	Avila Beach - Bob Jones Bike Trail	02/03	700,000	700,000	682,218		682,218		$400,000 Fish & Game/$300,000 SLCOG
28	5249	Avila Beach - Construct Bikeway Extension (S. Miguel/Fro	02/03	357,000	357,000	349,709		349,709		Fish & Game (Unocal Grant)
29	5251	Avila Beach - Construct Cave Landing Trail	02/03	378,000	378,000	375,661		375,661		Fish & Game (Unocal Grant)
30	5256	Biddle Park - Install Playground Equipment	02/03	153,800	153,800	151,547		151,547		Public Facilities Fees - Parks
31	5691	Biddle Park - Master Plan	03/04	50,000	50,000	50,000	50,000	0	50,000	Public Facilities Fees - Parks
32	5307	Cayucos - Design/ Develop Morro Strand Park	01/02	600,000	600,000	596,543		596,543		Public Facilities Fees - Parks
33	5329	El Chorro Park - Construct Maintenance Building	01/02	722,000	722,000	691,099		691,099		Public Facilities Fees - Parks
34	5225	Los Osos - Coastal Access Improvements *(Formerly: Construct BayStreet Boardwalk)*	00/01	73,380	73,380	46,258		46,258		State Grant
35	5264	Los Osos - Construct Elfin Forest Trail, Ph. II	02/03	200,000	200,000	196,681		196,681		Coastal Conservancy
36	5226	Los Osos - Construct El Morro Bike/Pedestrian Trail	99/00	340,000	340,000	333,157		333,157		Public Facilities Fees - Parks
37	5342	Los Osos - Construct Skateboard Park & Tennis Courts	99/00	350,000	350,000	265,224		265,224		Public Facilities Fees - Parks
38	5301	Nipomo - Develop Park Master Plan	02/03	100,000	100,000	99,995		99,995		Public Facilities Fees - Parks
39	5305	San Luis Obispo - Install Cuesta Park Playground Equipm	02/03	401,100	401,100	395,276	200,000	195,276	200,000	Public Facilities Fees - Parks
40	5793	Santa Margarita - Replace/Expand Community Park Playg	03/04	199,800	199,800	199,800	199,800	0	199,800	Public Facilities Fees - Parks
41	5332	Santa Margarita Lake - Construct Restroom & Showers	01/02	248,000	248,000	238,793		238,793		Proposition 12
42	5221	Santa Margarita Lake - Install Playground Equipment	02/03	120,000	120,000	120,000		120,000		Proposition 12
43	5222	Santa Margarita Lake - Purchase BLM Property	02/03	175,000	175,000	175,000		175,000		Habitat Conservation Grant
44	5791	Shandon - Park ADA Compliance	03/04	20,400	20,400	20,400	20,400	0	20,400	Quimby Fees
45	5792	Shandon - Expand Park Restroom Septic	03/04	253,400	253,400	253,400	253,400	0	253,400	Public Facilities Fees - Parks
46	5790	Templeton - Construct Park Restroom	03/04	332,800	332,800	332,800	332,800	0	332,800	Quimby Fees
		Total Parks		6,029,680	6,029,680	5,809,604	1,056,400	4,753,204	1,056,400	
		Total Fund 0003		**67,809,569**	**67,163,569**	**48,435,222**	**4,874,200**	**43,561,022**	**4,105,900**	
		SAN LUIS OBISPO AIRPORT - FUND 004 (B.U. 2950)								
47	5130	Oceano Airport - Rehabilitate Pavement	02/03	1,827,000	1,827,000	1,811,539	827,000	984,539	827,000	FAA 90% / Airports Enterprise Fund 10%
48	5131	SLO Airport- Construct New Terminal, Phase I	02/03	1,051,400	1,051,400	1,000,931		1,000,931		FAA 90% / PFC 10%
49	5132	SLO Airport - Construct Taxiways-AIP20	02/03	2,500,000	2,500,000	778,457		778,457		FAA 90% / PFC 10%
50	5142	SLO Airport - Relocate ASOS	01/02	58,100	58,100	49,189		49,189		Airports Enterprise Fund
51	5133	SLO Airport - Update Master Plan	02/03	345,000	345,000	328,956		328,956		FAA 90% / PFC 10%
52	5362	SLO Airport - Airfield Improvements	01/02	296,900	296,900	88,035		88,035		FAA 90% / PFC 10%
53	5201	SLO Airport - Contribution to ARFF/CDF Station	03/04	2,950,000	2,800,000	2,800,000	2,800,000		2,800,000	FAA 35% / Airports Enterprise Fund 10% PFC 5% / 50% PFF Fire
54	5202	SLO Airport - Relocate Runway 25 Threshold	03/04	753,000	753,000	753,000	753,000	0	753,000	FAA 90% / PFC 10%
55	5204	SLO Airport - Extend Runway 11	03/04*	500,000	500,000	500,000	500,000	0	500,000	FAA 90% / PFC 10%
		Total Fund 0004		**10,281,400**	**10,131,400**	**8,110,107**	**4,880,000**	**3,230,107**	**4,880,000**	

CAPITAL PROJECTS RECOMMENDED FOR FUNDING

REF NO.	PROJ NO.	PROJECT DESCRIPTION	ORIGINAL YEAR FUNDED	ESTIMATED TOTAL COST	CUMULATIVE APPROVED FUNDING	BALANCE OF AVAILABLE FUNDING	2003-04 FUNDING TO BE APPROPRIATED	PREV YR BAL TO BE ENCUMBERED	2003-04 REVENUE OFFSET	REVENUE SOURCE/GRANT
		PARKS AND LOPEZ LAKE - FUND 005 (B.U. 4125)								
56	5170	Lopez Lake - Renovate 14 Campground Restrooms, Ph. I	02/03	300,000	300,000	300,000		300,000		Proposition 12
57	5171	Lopez Lake - Seal Roads & Parking Lots	02/03	254,400	254,400	222,701		222,701		Proposition 12
58	5172	Lopez Lake - Upgrade Campground Electrical	02/03	715,500	715,500	715,500		715,500		Proposition 12
59	5153	Lopez Lake - Reconstruct Restroom/Shower	02/03*	550,000	180,000	180,000	180,000	0	180,000	180K insurance
60	5174	Lopez Lake & Santa Marg. Lake - Install Fuel Tanks	02/03*	220,000	220,000	220,000		215,767		Proposition 12
		Total Fund 0005		**2,039,900**	**1,669,900**	**1,638,201**	**180,000**	**1,453,968**	**180,000**	
		GOLF COURSES - FUND 0012 (B.U. 4161)								
61	5315	Dairy Creek - Repair Lake Liners	01/02	700,000	700,000	700,000		700,000		Golf Courses - B.U. 4161
62	5334	Dairy Creek - Install Monument Sign	99/00	33,300	33,300	31,386		31,386		Golf Courses - B.U. 4161
		Total Fund 0012		**733,300**	**733,300**	**731,386**	**0**	**731,386**	**0**	
		Grand Total All CIP Projects		**80,864,169**	**79,698,169**	**58,914,916**	**9,934,200**	**48,976,483**	**9,165,900**	

FY 2003 – 2004 Capital Improvement Projects

This listing represents **new** capital projects recommended for funding. The reference number refers to the projects listed on the previous pages.

Ref. No. **DESCRIPTION**

GENERAL GOVERNMENT

3 Pozo- Install Radio Tower Fencing at Black Mountain - $37,300

Install security fencing around the radio tower at the County's Black Mountain public safety radio communications site. Over time, increased public visits to the area pose both a safety and a security risk to the site. Fencing will be approximately 20 ft x 40 ft and will consist of heavy chain-link fabric fence and a barbed wire cap-line.

Results: Increase public safety by limiting access to the site and reduce the potential of damage to the site due to vandalism or other activities.

HEALTH AND SOCIAL SERVICES

6 Health/Medical Services – Bishop Clinic Remodel - $912,000

Remodel a portion of the General Hospital facility after closure of the acute care operations in order to accommodate the existing clinic and laboratory located on Bishop Street in San Luis Obispo.

Results: Save the County leasing costs of the existing facility on Bishop Street (current lease is $184,000/year).

7 Health/Medical Services – Master Plan for the Health Campus - $100,000

Create a master plan for the San Luis Obispo “Health Campus”. After the closure of the acute care operations at General Hospital, a plan is to be created for how to best utilize the hospital building as well as the several adjacent buildings.

Results: An effective plan will allow the County to maximize the usage of the existing buildings in order to efficiently run County operations.

PUBLIC SAFETY

17 Probation- County Operations Center- Expand JSC Phase 1 - $1,865,000

Remodel the intake area of the Juvenile Services Center (JSC) by adding a sally port, medical exam room compliant to Title 15 & 24 of the California Code of Regulations, expand attorney/visiting rooms, create adult prisoner/parent access to courtroom, and add holding cells.

Results: Allows for a safer detention of juvenile offenders who are a danger to staff, themselves, and to the community.

18 Probation- Install Lighting at the Casa Loma facility parking lot - $42,500

Install lighting at the parking lot.

Results: Increases safety for visitors and staff to the facility during the evening.

22 Sheriff- Install Bullet Containment Trap- $111,000

Purchase and installation of bullet containment trap at the Sheriff's Firearms Range, located at 1585 Kansas Ave., San Luis Obispo, adjacent to the Emergency Operations Center/Sheriff's Headquarters building.

Results: Mitigates lead contamination and provides a safer environment.

23 Augment existing North County Substation project- $500,000
This is an augmentation to an existing project (#5366). These funds are needed to provide infrastructure improvements (access road, water, sewer, electricity) to the regional center site.
Results: The substation will allow the Sheriff to provide higher levels of service to the communities of the North County and avoid future lease costs.

PARKS

31 Arroyo Grande- Biddle Park Master Plan - $50,000
Biddle Park includes one of this county's largest stands of native California Sycamores found on public property. The current pattern of development has resulted in significant negative impacts to this important species and has created potential hazards to the public using playgrounds, restrooms, and picnic areas under these large trees.
Results: Master planning the facility will guide future development in order to better protect the Sycamores from the impacts of visitors while protecting visitors from hazards posed by the trees. The result is a safer park and sustained vigor of the sycamore grove for generations to come.

39 San Luis Obispo- Augment Install Cuesta Park Playground Equipment - $200,000
Augment the existing project (#5305) to replace and expand the playground with ADA compliant equipment, install a volleyball court, and horseshoe pits. The augmentation is necessary to meet ADA compliance with respect to creek crossings on the path of travel to the park.
Results: Provides safe, accessible path to the new playground equipment.

40 Santa Margarita- Replace/Expand Community Park Playground - $199,800
Replace/expand play equipment in order to meet ADA requirements.
Results: Project will improve the equipment's public safety factors, meet ADA universal accessibility standards, and improve the play value of the existing aging equipment.

44 Shandon- ADA Improvements - $20,400
Improve access for the disabled at Shandon Park. Currently, the park lacks compliant disabled access parking spaces and walkways to the existing pool and pool restroom building.
Results: Improve access to the park for the disabled members of society.

45 Shandon- Expand restroom septic - $253,400
System currently fails under large usage conditions. Maintenance is required after each failure. Future maintenance costs will be minimized with an expanded leach field system.
Results: Community of Shandon and public events utilizing the park will be able to depend on the restroom without requiring additional chemical toilets.

46 Templeton- Construct Park Restroom- $332,800
Project is intended to reduce future operating costs as it represents a replacement of an aging, maintenance-intensive restroom. New fixtures and finishes will require less daily maintenance and save on utility costs.
Results: The health and safety of visitors to the park will be enhanced by the replacement of a decades old restroom facility with a modern structure.
Sanitation conditions will improve due to the new fixtures and finishes while new lighting will improve public safety.

AIRPORTS- Fund 0004

47 Oceano Airport- Augment Rehabilitation of Airport Pavement - $827,000
Additional funding for existing project P5130 is required to rehabilitate, construct, and mark all airside pavement areas including the runway, taxiways, and tie down ramps at the Oceano County Airport (an augmentation to project #5130)
Results: Rehabilitation of the airside pavement will allow for the safe operation of the facility and eliminate potential safety hazards.

53 San Luis Obispo- New Fire Station- $2,800,000
The existing facility at the San Luis Obispo County Regional Airport does not meet essential service facility standards. Airport Rescue Fire Fighting (ARFF) facilities and services are required in order to maintain the Airport Operating Certificate and the requirements of Federal Aviations Regulations, part 139.
Results: Facility will meet FAA and code requirements and provide for safer airport operations.

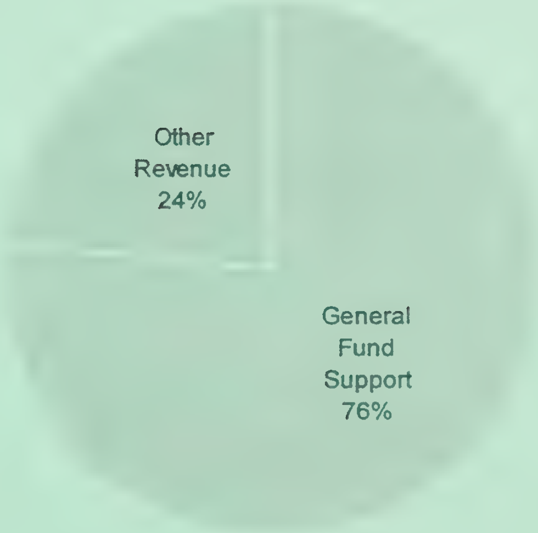
54 San Luis Obispo Airport- Relocate Runway 25 Threshold - $753,200
Relocation of runway threshold will allow for additional development of the east side of the airport in order to provide aircraft parking facilities.
Results: Will provide airport customers with additional parking and will generate additional revenues for the Airport.

PURPOSE

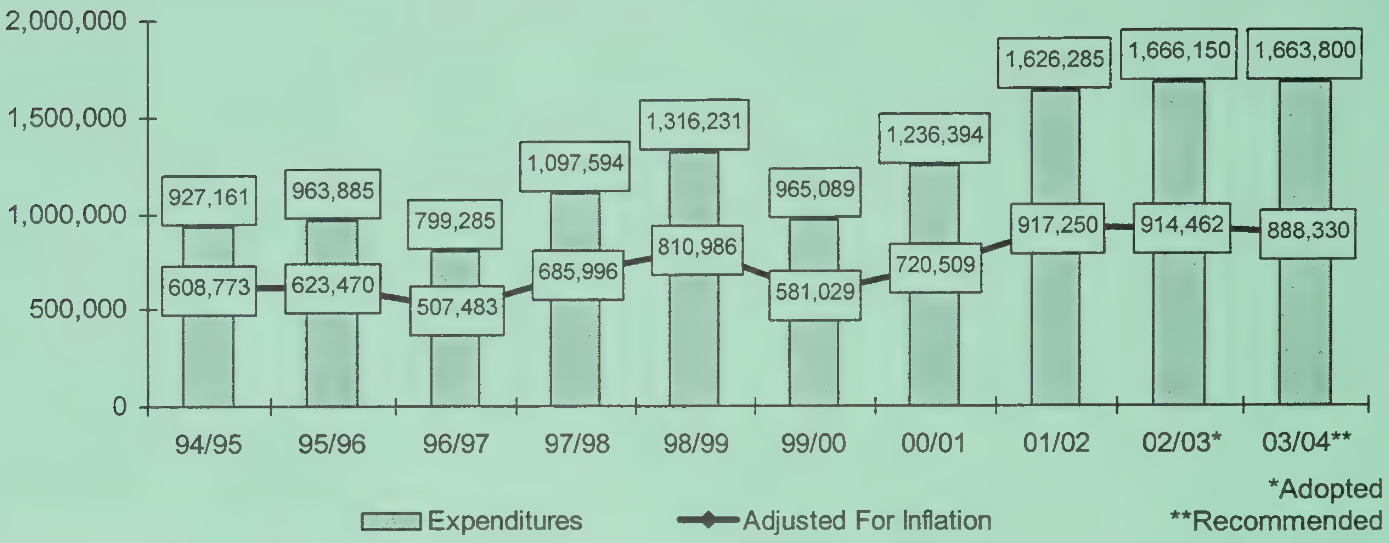
To provide funds for countywide repair, renovation and maintenance of existing county facilities.

Financial Summary	2001-02 Actual	2002-03 Actual	2003-04 Requested	2003-04 Recommended	2003-04 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	1,576,285	3,604,928	1,666,100	1,663,800	1,723,800
Other Charges	50,000	117,849	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 1,626,285	$ 3,722,777	$ 1,666,100	$ 1,663,800	$ 1,723,800
Less Intrafund Transfers	17,188	27,401	0	0	0
**Net Expenditures	$ 1,609,097	$ 3,695,376	$ 1,666,100	$ 1,663,800	$ 1,723,800
Revenues	357,265	4,622,142	402,960	391,660	451,660
General Fund Support (G.F.S.)	$ 1,251,832	$ (926,766)	$ 1,263,140	$ 1,272,140	$ 1,272,140

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Countywide Projects

Provides funding for the following types of countywide maintenance projects: roof repair, heating, ventilation and air conditioning equipment maintenance; painting; restroom renovation; flooring, sidewalk and paving maintenance; coaxial cable installation; signage of facilities; coastal accessway maintenance; tennis court, and tree trimming projects.

Total Expenditures: $826,000 Total Staffing (FTE): 0

Facility Maintenance

Provides funding for specific maintenance projects necessary to maintain the County's facilities, excluding parks.

Total Expenditures: $327,940 Total Staffing (FTE): 0

Park Maintenance

Provides funding for specific maintenance projects necessary to maintain the County's parks. Beginning in fiscal year 1993-94, the Parks' budget has funded all new projects.

Total Expenditures: $118,200 Total Staffing (FTE): 0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Recommended expenditures for maintenance projects follow the Board of Supervisors' budget policies in providing adequate funds to maintain County facilities. The majority of recommended maintenance projects are associated with on-going countywide programs such as painting, mechanical, roofing, flooring, and signage. It is recommended that $826,000 be appropriated for general maintenance of county facilities. Also, maintenance projects for other funds such as the Airport and Parks are included.

In addition to on-going maintenance projects, this budget unit contains one-time maintenance projects and low cost capital projects. Significant maintenance projects recommended for funding include safety upgrades to the Juvenile Services facility, runway maintenance at the San Luis Obispo Airport, and HVAC upgrades at the Animal Services kennels. All the projects recommended for funding are shown on the following pages. A description of each new project is also included.

The recommended revenue comes from a variety of sources including the General Fund, airports, parks, and grants.

BOARD ADOPTED CHANGES

The Board adopted the Supplemental Budget Document recommendation to add a maintenance project to perform a study to consolidate the North County road maintenance yards. The approved appropriation for the project is $60,000, which is funded via road designated reserves. For more information on this project, please see the maintenance project section (the green pages).

After the budget hearings the Auditor re-classed some Capital Projects as Maintenance Projects and vice-versa. This was done in order to better meet accounting standards. As a result, the Capital and Maintenance Projects listed in the 03-04 Final Budget vary from the listings in the 03-04 Proposed Budget. Please note that this did not result in any fiscal impact to the County.

MAINTENANCE PROJECTS RECOMMENDED FOR FUNDING

REF NO.	PROJ NO.	PROJECT DESCRIPTION	ORIGINAL YEAR FUNDED	ESTIMATED TOTAL COST	CUMULATIVE APPROVED FUNDING	BALANCE OF AVAILABLE FUNDING	2003-04 FUNDING TO BE APPROPRIATED	PREV YR BAL TO BE ENCUMBERED	2003-04 REVENUE OFFSET	REVENUE SOURCE / GRANT
		GENERAL GOVERNMENT - FUND 0001								
1	5409	Countywide Maintenance Projects	02/03	1,652,000	1,652,000	1,325,026	826,000	499,026		
2	5258	Countywide Facilities Master Plan	97/98	MULTI/YEAR	415,800	78,493		78,493		Facilities Planning Designation
3	5335	Countywide ADA Compliance	94/95	MULTI/YEAR	1,891,350	1,026,684		1,026,684		ADA Implementation Designation
4	5352	Countywide Departmental Relocations	N/A	MULTI/YEAR	MULTI/YEAR	203,220		203,220		
5	5601	Countywide Flooring Replacement	N/A	MULTI/YEAR	MULTI/YEAR	67,175		67,175		
6	5454	Co. Op. Center - Relocate Water Line Creek Crossing	<97/98	44,900	44,900	22,392		22,392		
7	5368	Gov't Center - Remodel Planning & Building Offices	99/00	249,078	249,078	154,664		154,664		Planning Incentive Funds
8	5377	Gov't Center - Replace Interior Signs	00/01	86,700	86,700	20,682		20,682		Courthouse Construction Fund
9	5236	Gov't Center - Replace Old Courthouse Windows	02/03	90,300	90,300	13,889		13,889		
10	5263	Gov't Center - Upgrade Courthouse Electrical	97/98	210,700	210,700	3,812		3,812		Building Safety Designation
11	5240	Gov't Center - Space Planning	02/03	MULTI/YEAR	50,000	50,000	30,000	20,000		
12	5403	Gov't Center - Energy Management	99/00	30,000	30,000	29,591		29,591		
13	5406	Gov't Center - Update Directories & Map	99/00	45,000	45,000	8,250		8,250		
14	5486	Gov't Center - Information Tech. - Misc. Improvements	03/04	50,000	50,000	50,000	50,000	0		
15	5389	Oceano - Creek to Beach Stabilization Trail	03/04	65,100	50,000	50,000	50,000	0	50,000	Coastal Access Imp. Grant (Acct. 3053)
16	5462	SLO- Install Ag Commissioner Computer & Conf. HVAC	03/04	26,000	26,000	26,000	26,000	0	21,060	Gas Tax
17	5487	SLO- Abandon Monitoring Wells at 1144 Monterey	03/04	74,100	74,100	74,100	74,100	0		
18	5237	SLO - Remodel Veteran's Bldg Restrooms	01/02	158,600	158,600	129,692		129,692		
19	5413	South County Regional Center - Paint Facility-Interior	02/03	30,000	30,000	14,203		14,203		
20	5420	South County Regional Center - Reseal Parking Lot	02/03	41,300	41,300	0		0		
		Total General Government		**2,853,778**	**5,195,828**	**3,347,873**	**1,056,100**	**2,291,773**	**71,060**	
		HEALTH AND SOCIAL SERVICES - FUND 0001								
21	5445	Health - San Luis Obispo - Remodel Sierra Way	02/03*	65,000	65,000	0		0		EMS Fund (BU 3287) / (BU 3000)
22	5245	Health/Mental Health - Atas. - Clinic Improvements	01/02	260,900	260,900	84,160		84,160		Tobacco Tax
23	5441	Behavioral Health - SLO - Install Seclusion Doors	02/03	12,000	12,000	9,248		9,248		
24	5466	Behavioral Health - SLO - Replace Windows	01/02	66,600	66,600	9,970		9,970		
25	5241	Behavioral Health - SLO - Expand Inpatient Facility	02/03	64,300	64,300	41,801		41,801		
26	5468	Social Services - SLO - Coat Higuera St. Roof	03/04	48,700	48,700	48,700	48,700	0	48,700	B.U. 3200 - Social Services
27	5424	Social Services - SLO-Recable Social Services	02/03*	350,000	350,000	11,857		11,857		
28	5416	Social Services - MB - Improve DSS Facility	03/04*	144,000	144,000	144,000	144,000	0	144,000	B.U. 3200 - Social Services
		Total Health and Social Services		**1,011,500**	**1,011,500**	**349,736**	**192,700**	**157,036**	**192,700**	
		LIBRARY - FUND 0001								
29	5427	Countywide Libraries - Renovate Facilities	98/99	390,000	390,000	184,528		184,528		B.U. 4000 - County Libraries
30	5443	So. County - Construct Library ADA Improvements	02/03	41,300	41,300	41,300		41,300		B.U. 4000 - County Libraries
		Total Library		**431,300**	**431,300**	**225,828**	**0**	**225,828**	**0**	
		PUBLIC WORKS - FUND 0001								
31	5290	Co. Op. Center - Replace Sewer Main	98/99	291,000	291,000	185,480		185,480		
32	5510	No County- Consolidate Road Maintenance Yards	03/04	60,000	60,000	60,000	60,000	0	60,000	B.U. 2920-Road Designated Reserves
				351,000	**351,000**	**245,480**	**60,000**	**185,480**	**60,000**	

MAINTENANCE PROJECTS RECOMMENDED FOR FUNDING

REF NO.	PROJ NO.	PROJECT DESCRIPTION	ORIGINAL YEAR FUNDED	ESTIMATED TOTAL COST	CUMULATIVE APPROVED FUNDING	BALANCE OF AVAILABLE FUNDING	2003-04 FUNDING TO BE APPROPRIATED	PREV YR BAL TO BE ENCUMBERED	2003-04 REVENUE OFFSET	REVENUE SOURCE / GRANT
		PUBLIC SAFETY - FUND 0001								
33	5397	CDF/Co. Fire - Nipomo - Replace Firestation Well Equip.	03/04	17,200	17,200	17,200	17,200	0		
34	5476	Courts - Grover Beach - Paint Courtrooms	01/02	27,000	27,000	1,426		1,426		Courthouse Construction Fund
35	5501	Probation - Co. Op. Center - Misc. JSC Maintenance	03/04	177,500	150,000	150,000	150,000	0		
36	5453	Probation - SLO - Install Security System	02/03	10,000	10,000	10,000		10,000		
37	5242	Probation - SLO - Improve Casa Loma Entry for ADA	02/03	77,000	77,000	35,700		35,700		
38	5319	Probation - SLO - Install Casa Loma Modular Furniture	00/01	160,600	136,100	25,775		25,775		
39	5274	Sheriff - Co. Op. Center - Improve Cabling & Consolidate P	01/02	75,800	75,800	8,468		8,468		
40	5276	Sheriff - Co. Op. Center - Paint Female Jail Interior	01/02	58,300	58,300	29,329		29,329		
41	5460	Sheriff - Co. Op. Center - Paint Animal Services Bldg	02/03	49,300	49,300	49,300		49,300		
42	5465	Sheriff - Co. Op. Center - Paint Animal Services Furnace	02/03	12,600	12,600	12,600		12,600		
43	5503	Sheriff - Co. Op. Center - Add Animal Svc. Kennel HVAC	03/04	85,100	50,000	50,000	50,000	0		
44	5502	Sheriff - Co. Op. Center - Rebuild Det. Blg. Loading Dock	03/04	49,900	49,900	49,900	49,900	0		
45	5470	Sheriff - Gov't Center - Remodel Locker Room	02/03	25,800	25,800	23,755		23,755		Penalty Assessment
		Total Public Safety		826,100	739,000	463,453	267,100	196,353	0	
		PARKS - FUND 0001								
46	5452	Avila - Bob Jones Bicycle Pathway Repairs	00/01	10,000	10,000	1,837		1,837		Public Facilities Fees - Parks
47	5412	Atascadero/Templeton - Bikeway	02/03*	90,000	90,000	31,265		31,265		State Trans. Improve. Prog. (STIP) grant
48	5179	Cambria - Emmons Coastal Accessway	03/04*	10,000	10,000	10,000	10,000	0	10,000	Private Donation/ Coastal Comm. Req.
49	5437	Cayucos - Design Master Plan Morro Strand Park, Ph. I	00/01	16,200	16,200	2,203		2,203		Public Facilities Fees - Parks
50	5479	Countywide Parks - Renovate Facilities	01/02	MULTI/YEAR	340,000	93,473		93,473		Quimby Fees
51	5495	Countywide Parks Upgrades to Leased State Facilities	01/02	574,950	574,950	436,045		436,045		Proposition 12
52	5266	Countywide Parks ADA Compliance	97/98	48,700	48,700	10,376		10,376		Quimby Fees
53	5260	Countywide Accessway Master Plan	02/03	60,000	60,000	52,954		52,954		Quimby Fees
54	5490	Lampton Park - Improve Drainage	98/99	76,000	76,000	22,390		22,390		B.U. 4125 - Parks
55	5494	Los Osos - Elfin Forest Recovery Plan	01/02	100,000	100,000	78,439		78,439		State Grant
56	5421	Morro Bay Golf Course - Replace Water Line	99/00	186,600	186,600	127,545		127,545		B.U. 4161 - Golf Courses
57	5423	Oceano - Replace Campground Shower Meters	02/03*	19,182	19,182	6,462		6,462		Off-Road Vehicle Fund
58	5457	San Luis Obispo - Restore Dana Adobe	01/02	200,000	200,000	32,150		32,150		State Aid - Grants To Other Agencies
59	5591	San Miguel - Pave Pool Driveway	03/04	26,700	26,700	26,700	26,700	0	26,700	Quimby Fees
60	5480	VAR - Replace Pool Air Separation Units	03/04	91,500	91,500	91,500	91,500	0	91,500	Quimby Fees
		Total Parks		1,509,832	1,849,832	1,023,339	128,200	895,139	128,200	
		AIRPORTS - FUND 0001								
61	5472	San Luis Obispo Airport - Assess Water System	02/03	10,200	10,200	3,538		3,538		Airports Enterprise Fund
62	5496	San Luis Obispo Airport - Install Roof Ladders	02/03	14,800	14,800	14,800		14,800		Airports Enterprise Fund
63	5497	San Luis Obispo Airport - Restripe Runways	02/03	81,250	81,250	81,250		81,250		Airports Enterprise Fund
64	5255	San Luis Obispo Airport - Upgrade Admin. HVAC	03/04	40,100	40,100	40,100	40,100	0	40,100	Airports Enterprise Fund
		Total Airports		146,350	146,350	139,688	40,100	99,588	40,100	
		COMMUNITY SERVICES - FUND 0001								
65	5442	Countywide Community Building Renovations	99/00	1,625,250	308,000	151,070	50,000	101,070		
66	5446	San Miguel - Renovate Community Center Building	02/03*	202,800	202,800	16,933		16,933		Community Development Block Grant
		Total Community Services		1,828,050	510,800	168,003	50,000	118,003	0	
		TOTAL FUND 0001		8,957,910	10,235,610	5,963,400	1,794,200	4,169,200	492,060	

MAINTENANCE PROJECTS RECOMMENDED FOR FUNDING

REF NO.	PROJ NO.	PROJECT DESCRIPTION	ORIGINAL YEAR FUNDED	ESTIMATED TOTAL COST	CUMULATIVE APPROVED FUNDING	BALANCE OF AVAILABLE FUNDING	2003-04 FUNDING TO BE APPROPRIATED	PREV YR BAL TO BE ENCUMBERED	2003-04 REVENUE OFFSET	REVENUE SOURCE / GRANT
		AIRPORTS - FUND 0004								
67	5358	SLO/Oceano Airports - Repair Pavement Program	99/00	425,000	425,000	320,079	100,000	220,079	100,000	Airports Enterprise Fund
		TOTAL FUND 0004		**425,000**	**425,000**	**320,079**	**100,000**	**220,079**	**100,000**	
		LOPEZ LAKE - FUND 0005								
68	5152	Lopez Lake - Reroof Sewer Plant Control Building	03/04	13,600	13,600	13,600	13,600	0	13,600	B.U. 0655-Lopez Recreation Area Fund
		TOTAL FUND 0005		**13,600**	**13,600**	**13,600**	**13,600**	**0**	**13,600**	
		Grand Total All Maintenance Projects		**9,396,510**	**10,674,210**	**6,297,079**	**1,907,800**	**4,389,279**	**605,660**	

FY 2003 – 2004 MAINTENANCE PROJECTS

This listing represents **new** maintenance projects recommended for funding. The reference number refers to the projects listed on the previous pages.

Ref No. **Description**

GENERAL GOVERNMENT

1 Countywide Maintenance Projects - $826,000
Program includes maintenance of buildings, tree trimming, data cabling, minor building electrical system upgrades, energy management systems, flooring, hazardous materials abatement, mechanical (plumbing, heating, ventilation and air conditioning) replacement, painting, re-keying, building security, facility restroom renovation, re-roofing, sidewalk, parking lot repaving, signage, BBQ replacements, and window covering and upholstery replacements.
Results: Properly maintain assets and provide for safe facilities for the public as well as County employees.

11 Government Center- Augment Space Planning - $30,000
Augment existing project (#5240) for facilities planning to design the interior office space for those departments (Planning and Building, Public Works, Information Services, District Attorney, Courts) that will remain in the Old Courthouse, Annex, and Government Center after the New Government Center is built.
Results: Create a plan for consolidating departments to provide adequate facilities for staff and the public in order to provide optimal customer service.

14 Information Technology- Miscellaneous Office Improvements - $50,000
Upgrade Herman Miller furniture to the County Standard in rooms 405/406, upgrade the carpet in room 400, and replace ceiling tile. This will complete fourth floor workstation upgrades.
Results: Workspace will meet safety, ergonomic, and general office standards that provide for a productive work environment.

15 Planning- Oceano- Creek to Beach Trail Stabilization - $50,000
A portion of the trail route follows the levee on the north side of the Arroyo Grande creek-channel. Equestrian use of the trail has resulted in damage to the edge of the top of the levee where horses walk along the edge, rather than in the center of the levee. Possible consequences include structural damage to the levee and dirt sloughing off into the channel as a result of erosion, especially during the rainy season. This project will evaluate options for protecting the edge.
Results: The levee has been used by the community for many years as a recreational resource by both pedestrians and equestrians. This project will evaluate options in order to allow the continued use of this resource, while protecting the structural integrity of the levee and the environmental qualities of the creek.

16 Agriculture Commission- SLO- Install HVAC - $26,000
The computer equipment (servers, network equipment, etc) is in a closet near a conference room. The computer room closet gets extremely warm and is a risk to damaging the equipment. In addition, the adjacent conference room is at times uncomfortably warm.
Results: The installation of an HVAC unit will allow for the safe operation of equipment and for more suitable working conditions within the conference room.

17 General Services- Abandon Monterey Street monitoring wells - $74,100
This project will allow for environmental testing, clean up, and abandonment of monitoring wells at 1144 Monterey Street in San Luis Obispo.
Results: After meeting environmental requirements, abandoning the wells will save the County money by not having to continuously sample and monitor the wells for ongoing environmental concerns.

HEALTH AND SOCIAL SERVICES

26 Social Services- Coat SLO building roof - $48,700
Coat roof of Department of Social Services building in San Luis Obispo in order to extend the life of the roof.
Results: Properly maintains the flat roof thereby increasing its useful life and reducing capital expenditures.

PUBLIC WORKS

32 North County - Consolidate Road Yards - $60,000
Study the potential consolidation of the Paso Robles and Atascadero Maintenance Road Yards.
Results: Provide safe access to the road yards.

PUBLIC SAFETY

33 County Fire- Nipomo- Replace Fire Station Well Equipment - $17,200
The Nipomo fire station well will be replaced.
Results: Will result in a fully functional well to provide water to the fire station.

35 Probation- Juvenile Services Center Maintenance- $150,000
More than thirteen different changes/upgrades will be made to the Juvenile Services Center located at the County Operations Center. Some of the work includes replacing the current beds with beds that do not have railings, installation of non-breakable light fixtures, and the replacement of doorknobs and locks.
Results: Will greatly reduce the ability of minors to inflict harm upon themselves.

43 Animal Services- Improve Animal Service Kennel HVAC - $50,000
Kennel heating and ventilation upgrades include the shelter's kennel wards, kennel hallways, feed room, cat rooms (3), isolation room, restroom, euthanasia room, and quarantine room. Replace the 7' x 8' sliding wooden doors on the east wall of the kennel with rolling windowed overhead doors containing weather stripping.
Results: Will meet California State law requirements that the County provide for the humane housing and care of stray animals and animals relinquished by their owner.

44 Sheriff- Rebuild Loading Dock - $49,900
Rebuild the loading dock at the Sheriff's facility at the County Operations Center
Results: A safe and functional loading dock.

PARKS

59 San Miguel- Pave Pool Driveway - $26,700
Pave the dirt driveway behind the pool house.
Results: Creates better and safer access to the pool house.

60 All Pools- Replace air separation units - $91,500
Replace all of the air separation units on all of the ozone units at six of the County pools.
Results: More efficient and effective operation of the County pools.

AIRPORTS

64 San Luis Obispo- Upgrade HVAC in Administration area - $40,100
Air balance entire HVAC system at Airport facility and install a new HVAC unit.
Results: Better air flow and working conditions.

67 San Luis Obispo- Pavement Maintenance - $100,000
Maintain the runways at the airport.
Results: Safe runways

COMMUNITY SERVICES

65 Augment Countywide Community Building Renovations - $50,000
Rehabilitation and repair of the County's community buildings.
Results: Provide safe and usable community buildings.

LOPEZ LAKE

68 Lopez Lake- Re-roof Sewer Plant Control Building - $13,600
Re-roof the sewer treatment plant control building at the Lopez Recreation Area. The approximate area of the building is 550 square-feet, the approximate area of the roof is 975 square-feet.
Results: The roof will be replaced in order to protect controls and the office from potential water damage from leaks. This work will extend the life of the control building and reduce unnecessary costs such as replacing damaged equipment due to preventable causes.

Glossary

Terms Commonly Used In This Budget Document

Account:	A detailed classification of an expenditure or revenue. For example, "Postage" is an expenditure account; "Property Taxes Secured" is a revenue account.
Activity:	A specific line of work performed to accomplish a function for which a governmental unit is responsible. This designation is required by the State Controller. Example: "Protective Inspection" is an activity performed in discharging the "Public Protection" function.
Appropriation:	An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is time-limited and must be expended before the deadline.
Assessed Valuation:	A valuation set upon real estate or other property by government as a basis for levying taxes.
Available Financing:	All the means of financing a budget including fund balance, revenues and canceled reserves.
Budget:	A plan of financial operation consisting of an estimate of proposed income and expenditures for a given period and purpose, usually one year.
Budget Unit:	The lowest entity in the budget hierarchy including all accounts for which a legal appropriation is approved by the Board of Supervisors. A department or agency may have one or more budget units assigned to it. Each budget unit is a collection of account numbers necessary to fund a certain division, department or set of functions.
Capital Project Program:	A program itemizing the county's acquisitions, additions and improvements to buildings and land purchases.
Contingency:	An amount, not to exceed fifteen percent of the fund in which it is allocated, appropriated for unforeseen expenditure requirements.
Contracted Services:	Expense for services rendered under contract by personnel or businesses who are not on the payroll of the jurisdiction, including all related expenses covered by the contract.
Cost Accounting:	That method of accounting which provides for assembling and recording of all the elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.
Communitywide Results:	The Communitywide Results represents the "big picture" results we want for all county residents and are used to guide the preparation of the budget each year.
Debt Service Fund:	A fund established to finance and account for the payment of interest and principal on all general obligation debt, other than that payable exclusively from special assessments and revenue debt issued for and serviced by a governmental enterprise.
Department:	An organizational structure used to group programs of like nature.
Department Goals:	A listing of ongoing results a department desires for its customers stated in plain English.
Encumbrance:	An obligation in the form of a purchase order, contract, or other commitment which is chargeable to an appropriation and for which a part of the appropriation is reserved.
Enterprise Fund:	Established to finance and account for the operation and maintenance of facilities and services which are self-supporting by user charges. Example: Airports Enterprise Fund
Educational Revenue Augmentation Fund (ERAF):	In 1992-93, in response to serious budgetary shortfalls, the state began redirecting a portion of counties, cities and special districts property tax receipts to schools and community college districts'. The term "ERAF" is an acronym for the fund into which redirected property taxes are deposited.

Terms Commonly Used In This Budget Document

Expenditure:	Designates the cost of goods delivered or services rendered.
Fiscal Year:	Twelve-month period for which a budget is prepared and is in force. The county's fiscal year is July 1 to June 30.
Fixed Asset:	An asset of a long-term character such as land, buildings, and equipment.
Full-Time Equivalent (FTE):	The ratio of time expended in a part-time position to that of a full-time position. The ratio is derived by dividing the amount of employed time required in the part-time position by the amount of employed time required in a corresponding full-time position. 2080 hours per year equates to 1.0 FTE.
Function:	A group of related activities aimed at accomplishing a major service for which a governmental unit is responsible. These designations are specified by the State Controller. Example: "Public Protection" is a function.
Fund:	A sum of money or other resources set aside for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. A fund is a distinct financial or fiscal entity.
Fund Balance Available:	That portion of the fund balance that is not reserved, encumbered or designated and therefore is available for financing the budgetary requirements.
General Fund:	The main operating fund of the county accounting for expenditures and revenues for countrywide activities.
General Fund Support:	The amount of General Fund financial support to a given budget unit after revenues and other funding are subtracted from expenditures.
Indicators:	Measures, for which data is readily available, that tell us whether we're achieving our communitywide results (e.g., crime rate, poverty rate, high school graduation rate, etc.).
Interfund Transfer:	A transfer of money between different funds (e.g., General Fund and Parks) which cannot be classified as a revenue or expenditure.
Intergovernmental Expenditures:	Payments to other governments as fiscal aids and shared taxes or as reimbursements for the performance of services.
Intergovernmental: Revenue:	Revenue received from other governments, such as fiscal aids, shared taxes and reimbursements for services.
Internal Service Fund (ISF):	An organization created to perform specified services for other county departments. The services performed are charged to the using department. Example: Reprographics.
Intrafund Transfers:	Reimbursements a provider budget unit for services/supplies received by another budget unit; transactions of this nature are limited to budgets within the same fund.
Mission Statement:	A description of the basic purpose and responsibility of the Budget Unit or department.
Other Charges:	Accounts which establish expenditures for expenses other than salary or operations, such as support and care of persons or debt service.
Per Capita:	Amount per individual.

Terms Commonly Used In This Budget Document

Performance Measure:	A measurement that assesses progress toward achieving predetermined goals. There are three basic types of meaningful performance measures: • efficiency measures show the relationship between work performed and resources required to perform it (i.e., cost per job application received, cost per felony prosecuted, etc.); • quality measures show how well services are delivered to customers and the extent to which the customer is satisfied (i.e., percentage of customers satisfied with custodial services, percentage of clients satisfied with fire suppression response time; etc.); and • outcome measures show the qualitative results of a program compared to its intended purpose (i.e., who is better off as a result -- percentage of clients that receive substance abuse treatment services and are alcohol and drug free one year later; percentage of repeat child abuse reports, etc.).
Proposed Budget:	The proposed spending plan for the upcoming next fiscal year. Approval of this document does not allow expenditures for new programs or fixed assets.
Proposition 13:	A tax limitation initiative approved by the voters in 1978. Proposition 13 provided for (1) a 1 percent tax limit of fair market value exclusive of tax rates to repay existing voter-approved bonded indebtedness, (2) assessment restrictions establishing 1975 level values for all property, with allowable increases of 2 percent annually and reappraisal to current value upon change in ownership and new construction, (3) a two-thirds vote requirement to increase property taxes, and (4) a two-thirds vote of the electorate for local agencies to impose "special taxes".
Proposition 172:	A tax measure proposed by the Legislature and approved by the voters in 1993 to provide counties and cities with a share of a half-cent sales tax for public safety purposes. This measure mitigated some of the 1993-94 property tax shift from counties and cities to schools and community colleges.
Reimbursement:	Payment received for services/supplies expended for another institution, agency or person.
Reserve:	An account that records a portion of funds which must be segregated for some future use and which is, therefore, not available for further appropriation or expenditure.
Results Based Decision Making (RDBM) Initiative:	RDBM is a county sponsored initiative aimed at making the County a "results culture" organization. By "results Oriented", we mean that we want to be able to show taxpayers in measurable terms that our county runs efficiently, provides high quality services, and produces great results that are responsive to community desires.
Revenue:	Money received to finance ongoing county governmental services. Example: Property taxes, sales taxes, user fees, etc.
Realignment:	Refers to the 1991-92 restructuring of state and local government financing of health and welfare programs. Counties assumed a greater overall financing responsibility for these programs in exchange for a portion of sales tax and vehicle license fees.
Secured Roll:	Assessed value of real property such as land, building, secured personal property, or anything permanently attached to land as determined by the County Assessor.
Secured Taxes:	Taxes levied on real properties in the county which are "secured" by a lien on the properties.
Services and Supplies:	The "object class" or general classification of expenditure accounts that describe and report all operating expenses, other than employee related costs, of departments and programs.
Special District:	Independent unit of local government generally organized to perform a single function Examples: Street lighting, waterworks, parks, fire departments.

Terms Commonly Used In This Budget Document

Spending Limits:	Refers to the Gann Initiative (Proposition 4 on the November 1979 ballot), which imposed limits on the allowable annual appropriations of the state, schools, and most local agencies; limit is generally prior year appropriations factored by CPI and population changes.
Supplemental Tax Roll:	The Supplemental Property Tax Roll is a result of legislation enacted in 1983, and requires an assessment of property when a change to the status of the property occurs, rather than once a year as was previously the case.
Taxes:	Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.
Tax Levy:	Amount of tax dollars raised by the imposition of the tax rate on the assessed valuation.
Tax Rate:	The rate per one hundred dollars of the assessed valuation base necessary to produce the tax levy.
Tax Relief Subventions:	Funds ordinarily paid to compensate local governments for taxes lost because of tax relief measures, such as the homeowner's exemption.
Teeter Plan:	An alternative method of allocating property tax receipts wherein the various taxing agencies (schools, cities, special districts) receive 100% of their tax levy each year with a deduction for delinquencies. The County General Fund finances the delinquencies and in return the General Fund collects and retains all of the eventual payments of delinquent taxes, including interest and penalties.
Unincorporated Area:	The areas of the county outside city boundaries.
Unsecured Roll:	A tax on properties such as office furniture, equipment, boats and airplanes owned by the assessee.
Use Tax:	A tax on goods purchased outside the state to prevent revenue loss from avoidance of sales taxes by means of out-of- state purchases. A use tax is also levied in order to remove inequities between purchases made within and outside the state.

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